



**EXECUTIVE COMMITTEE MEETING**

Wednesday, July 5, 2023

8:00 am – 9:30 am

via Zoom

**AGENDA**

<b>TOPIC</b>	<b>FACILITATOR</b>	<b>ACTION</b>	<b>TIME</b>
1. Welcome and Call to Order	Steve Hoyt		2
2. Opening Prayer/Poem/Positivity			2
3. Approval of June 6, 2023 Minutes	Steve Hoyt	Approve	1
4. Check-in	Steve Hoyt	Discuss	10
5. Executive Administrator Update Facilities Update	Andy Fagan	Discuss	10
6. CEO Onboarding Expectations	Steve Hoyt	Discuss	20
7. CCDOR Update	Karen Dehais	Discuss	10
8. Other Business			

**Next Meeting:**

**Tuesday, August 1, 2023**

**8:00 am – 10:00 am**

**Opening Prayer/Poem/Positivity: Joe Thomas**

**RSVP to Kate Paterson at [kate.paterson@foodbankst.org](mailto:kate.paterson@foodbankst.org)**



**Executive Committee Meeting**  
 Tuesday, June 6, 2023  
 8 – 10:00 am (via Zoom)

Board Member	In Attendance	Unable to Attend
Mary Pat Dolan (Chair)	X	
Steve Hoyt (Vice Chair)	X	
Shannon Matteson	X	
Joe Thomas	X	
Erin Summerlee		X
John Bayne	X	
<i><b>Ex-Officio</b></i>		
Karen Dehais	X	
Andy Fagan	X	
<i><b>Staff</b></i>		
Kate Paterson	X	

**1. Welcome & Call to Order**

Mary Pat Dolan called the meeting to order at 8:01 am.

**2. Opening Prayer/Poem/Positivity:** Karen Dehais shared a prayer from Mother Theresa.

**3. Approval of May 2, 2023 minutes**

*Steve Hoyt made a motion to approve the May 2, 2023 minutes. Joe Thomas seconded. None opposed. Minutes approved.*

**4. Mary Pat welcomed John Bayne.** John will be helping with strategic initiatives.

**5. Executive Administrator Update**

Andy Fagan reported that community partners were very appreciative of the emergency funds. Final HPNAP funding numbers are still unknown as a challenge to the process was made that has put a halt on allocation. Dave Patterson is attending a Feeding America NY conference about food sourcing. The Finance Committee has just received an audit document and has a meeting to review this Thursday. We are awaiting new financial policies from Catholic Charities. The Community Advocates Training graduation will be on June 28<sup>th</sup>. Volunteer Appreciation Day is next Thursday. The SLT was very appreciative of the opportunity to meet with the CEO candidates.

**6. Catholic Charities Diocese of Rochester (CCDOR)**

On May 24<sup>th</sup>, Mary Pat, Joe and Steve had a virtual meeting with the CCDOR Board to present the case for the Food Bank having an independent board and its own 501(c)3. After that meeting, the chair of the CCDOR Board contacted Mary Pat to say that a small group of the CCDOR Board would like to attend the Food Bank’s BOD meeting to give their response. Mary Pat will send out a note after the Meet and Greet to give the Board notice. The BOD meeting will be in person with a Zoom option. The June meeting will not be the usual strategy discussion. There will be a resolution about hiring a new CEO.

Mary Pat reported that the facilities project that the Board approved in November has seen one component of the project completed as LED lighting has now been installed throughout the building. This lighting upgrade was cost neutral. Bob Drew has been hired to provide on-side help and will write the facilities’ project RFP.

**7. Catholic Charities' Policies**

Karen Dehais outlined the history of the work being done to update Catholic Charities' financial policies. The consulting branch of Bonadio has been working on updating policies in the five areas with the greatest need for improvement across the organization. The recommended policies will be reviewed by an ad hoc committee of financial administrators across the Catholic Charities DOR (including Erica Loomis). This meeting has yet to be scheduled. The first five policy updates will be rolled out this summer.

The status of the facilities project was discussed. As long as the facilities project works within the existing RFP policy, the new policies should not hamper work moving forward. It was not Karen's understanding that the facilities project was put on hold until the new finance policies were put in place. Leases and properties must be approved at the CCDOR Board level, but not capital projects. The CCDOR Board has asked the question about the correct way to handle capital project approvals, but there is currently no answer to that question.

*Shannon Matteson made a motion to go into Executive Session. Joe Thomas seconded. None opposed. No abstentions. Approved.*

The meeting went into Executive Session at 8:34 am.

Action Items	Responsible	Due Date
Mary Pat will talk to Dave Patterson re: Facilities project	Mary Pat	asap
Karen will speak to the CC Finance Dept about the FBST Facilities project moving forward	Karen	asap

Minutes respectfully submitted,

*Kate Paterson*  
*Executive Assistant to the President/CEO*

**NRT’s CEO Onboarding Document**  
**March 27, 2023**

**People/Partners**

- Meet 1:1 with all BOD members
- Set up monthly meetings with Mary Pat Dolan, BOD Chair
- Set up monthly meetings with Karen Dehais, CCDOR
- Set up weekly 1:1 meetings with Kate Paterson, Executive Assistant
- Set up bi-weekly meetings with all direct reports
  - Meghan Parsons, CDO
  - Dave Patterson, COO
  - Erica Loomis, VP of Finance & Admin
  - Randi Quackenbush, VP of Community Impact
- Meet with Dave Egan, Executive Director of Feeding New York State
- Connect with all Feeding New York State food banks
  - Tara Ellis, FeedMore WNY in Buffalo
  - Julia Tedesco, Foodlink in Rochester
  - Karen Belcher, Food Bank of CNY in Syracuse
  - Molly Nicol, Regional Food Bank of NE NY in Albany
  - Karen Erren, Feeding Westchester
  - Leslie Gordon, Food Bank of NYC
  - Jilly Stephens, City Harvest in NYC
  - Paule Pachter, Long Island Cares
  - Randi Dresner, Island Harvest
- Schedule agenda planning meetings with all committee chairs
  - Executive Committee & BOD Meeting- Mary Pat Dolan
  - Nominating & Corporate Governance- Fred Van Sickle
  - Development Committee- John Bayne (include Meghan Parsons, CDO)
  - Finance Committee- Shannon Matteson (include Erica Loomis, VP A&F)
  - Strategy Committee- Erin Summerlee (include Randi Quackenbush, VP CI)
  - Facilities Committee- Mary Pat Dolan (include Dave Patterson)
- Connect with Lewis Clarke at Dept. of Health’s Hunger Prevention Nutrition Assistance Program (HPNAP)
- Connect with Nick Barber at Office of General Services (OGS) Director of Food Distribution Services/TEFAP
- Connect with all state & federal elected officials in our service area
- Connect with Mark Biewald at Feeding America
- Meet with CCDOR Leadership Staff
- Connect with Doreen McGee @ CCDOR

**Critical Annual Tasks**

2024 budgeting process	Aug 1
2024 budget approved by Finance Committee	Nov 14
2024 budget presented to full BOD for approval at November meeting	Nov 30
2024 slate of BOD officers & candidates approved by Nom Com in December	Dec 14
2024 slate of BOD officers & candidate approved by BOD in February	Feb 15, 2024

New BOD member orientation for 2024 candidates scheduled	Dec 15, 2023 – Feb 14, 2024
Fin Com meetings with Auditors to prepare for 2023 audit	Dec 12
Fin Com meets with Auditors to approve 2023 audit	May 14, 2024
Update or extend Strategic Plan (current one ends in 2023)	
Review FBST By-laws	
Facilitate biannual BOD assessment	Jan 2, 2024

### Key Resources & Documents

Catholic Charities By-laws  
 Feeding America contract  
 Strategic Investment Funds (SIFs)  
 Underserved Populations Report  
 Strategic Priorities 2021-2023  
 DEI Assessment  
 Equity Lens  
 FBST By-laws  
 Feeding America's HungerNet  
 Sweet Charity by Janet Poppendieck  
 Dare to Lead by Brene Brown  
 The Coaching Habit by Michael Bungay Stanier  
 Catholic Charities by Jack Balinsky

### Professional Development

Feeding America Fall Forum (usually held in September/October)  
 Anti-Hunger Policy Conference (usually held in late Feb/early Mar in DC)  
 Feeding America Annual Conference (usually held in April)  
 CliftonStrengths Workshop with FBLT (Scott Hurd at CCUSA can facilitate this training with FBLT)  
 LeadNY (<https://cals.cornell.edu/global-development/our-work/our-initiatives/leadny>)

# Harry Chapin Food Bank | President and CEO 120-Day Plan

## Key Goals

5 B's	Definition	Objectives	Key Goals
<b>1 Begin</b>	Get off to a strong start	<ul style="list-style-type: none"> <li>• Make a clear leadership transition</li> <li>• Signal new CEO's approach and priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Announcement to all audiences before Day 1</li> <li>• Agree with Board on goals before Day 1</li> <li>• Strong start on Day 1</li> <li>• Talk with staff, key stakeholders Week 1</li> </ul>
<b>2 Board</b>	Establish productive Board relationships	<ul style="list-style-type: none"> <li>• Get to know Board members</li> <li>• Establish positive working relationships</li> <li>• Effectively tackle immediate issues</li> </ul>	<ul style="list-style-type: none"> <li>• Agree on 120 Day Board action agenda prior to Day 1</li> <li>• Talk with all Board members by Day 30</li> <li>• Successfully achieve items on action agenda</li> </ul>
<b>3 Bridge</b>	Foster connections outside the organization	<ul style="list-style-type: none"> <li>• Maintain visibility and aura of stability for HCFB</li> <li>• Build CEO visibility</li> <li>• Establish personal relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain communication flow</li> <li>• Create CEO Bulletins</li> <li>• Agree on contact priorities, Week 1</li> <li>• Meet all key stakeholders, donors, agencies</li> </ul>
<b>4 Bond</b>	Develop relationships with staff	<ul style="list-style-type: none"> <li>• Encourage calm and focus</li> <li>• Get to know the team</li> <li>• Build positive relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Meet individually with Direct Reports Week 1</li> <li>• Meet all staff Week 1</li> <li>• Create regular informal interaction opportunities</li> <li>• Create Teamwork Plans with Direct Reports</li> </ul>
<b>5 Build</b>	Establish the basis for strong performance	<ul style="list-style-type: none"> <li>• Establish advisors</li> <li>• Learn the business</li> <li>• Execute flawlessly</li> <li>• Achieve early wins</li> <li>• Begin developing shared vision</li> <li>• Strengthen organization's capability</li> </ul>	<ul style="list-style-type: none"> <li>• Establish Advisory Team Week 1</li> <li>• Complete initial briefing Week 1</li> <li>• Create "early wins" agenda by Day 30</li> <li>• Visit all programs by Day 60</li> <li>• Achieve early wins</li> <li>• Articulate vision</li> <li>• Complete team assessment</li> <li>• Set FY2016-17 budget</li> <li>• Hit revised year end forecast</li> <li>• Establish planning process</li> </ul>

(Note: This is a draft. Final plan will be established by mutual agreement of President & CEO and Board.)

# Harry Chapin Food Bank | President and CEO 120-Day Plan

## BEGIN

### Prior to the first day

Check	Action	Notes/Reminders
<input checked="" type="checkbox"/>	Implement announcement plan	
<input checked="" type="checkbox"/>	Talk with Direct Reports as a team	
<input checked="" type="checkbox"/>	Talk with ED of Florida State Association, and EDs/CEOs of all in-state food banks	
<input checked="" type="checkbox"/>	Introduce self to Feeding America representative, Mark Biewald	
<input checked="" type="checkbox"/>	Review updated year end forecast	
<input type="checkbox"/>	Make initial information request; review responses	
<input type="checkbox"/>	Review key grant agreements	
<input type="checkbox"/>	Talk with xxxx: agree on 120 Day Plan and 120 Day Board action agenda, discuss composition of Advisory Team	
<input type="checkbox"/>	Talk with xxxx. Solicit input	
<input type="checkbox"/>	Talk with xxxx. Solicit input	
<input type="checkbox"/>	Board approval of 120 Day Plan	
<input type="checkbox"/>	Complete employment process: drug testing, I9 identification, etc.	
<input type="checkbox"/>	Arrange Day 1 activities	
<input type="checkbox"/>	Set up Week 1 schedule: visits, meetings, calls	

### On the first day

Check	Action	Notes/Reminders
<input type="checkbox"/>	Publicly greet staff in morning, as they arrive	
<input type="checkbox"/>	Meet with key people during on-boarding process (Interim President and CEO, admin support, HR) <ul style="list-style-type: none"> <li>o xxxx, Interim President and CEO at 8:30am</li> <li>o Management Team at 9am</li> <li>o Lead Staff at 10am</li> <li>o Meet with xxxx, HR at 11:00am</li> <li>o Meet with xxxx, Administrative Assistant at 11:30am</li> <li>o xxxx, IT at 12:00pm</li> </ul>	
<input type="checkbox"/>	Afternoon: Travel to Naples. Greet Naples staff. Meet xxxx	

## BOARD

Check	Action	Notes/Reminders
<input type="checkbox"/>	<ol style="list-style-type: none"> <li>a. Meet with xxxx, Board Chair, in first week of employment.</li> <li>b. Meet with Board Officers                             <ol style="list-style-type: none"> <li>a. Talk Week 1, face to face if possible</li> <li>b. Face to face meetings, Month 1</li> </ol> </li> <li>c. Establish Advisory Team, Week 1</li> <li>d. Talk with remaining member of the board within first 30 days, preferably face to face</li> <li>e. Talk with other key advisors                             <ol style="list-style-type: none"> <li>a. Week 1: xxxx</li> <li>b. Month 1: xxxx</li> </ol> </li> <li>f. Talk with Capital Campaign Committee members and donors, Month 1</li> <li>g. Talk with Collier Action Committee, Month 1</li> <li>h. Meet with all committees as meetings are scheduled: Finance, Executive, Governance, Marketing &amp; Development, Collier Action Committee</li> <li>i. Welcoming cocktail with Board and Committees, Month 1</li> </ol>	

(Note: This is a draft. Final plan will be established by mutual agreement of President & CEO and Board.)

# Harry Chapin Food Bank | President and CEO 120-Day Plan

## BRIDGE

Check	Action	Notes/Reminders
<input type="checkbox"/>	<p><b><u>A. Donors</u></b></p> <p>a. Week 1: Set priorities, schedule, and attendance at upcoming donor meetings</p> <p>b. Set discussion agenda and issues list at least 1 week prior to all major donor meetings</p> <p>c. Complete joint visits with largest donors within first 90 days.</p> <p>d. Initiate individual conversations with at least 5 major donors per week.</p>	
<input type="checkbox"/>	<p><b><u>B. Close-In Stakeholders</u></b></p> <p>a. Agree on priorities, timing, and participants, Week 1</p> <p>b. Agree on talking points in advance of all calls/visits, preferably 1 week in advance</p> <p>c. Meet with United Way executives</p> <p>d. Visit each major Wink News Feeds Families Hunger Walk major program sponsor</p> <p>e. Meet with organizers of Empty Bowls Naples</p> <p>f. Introduce self to leaders of other collaboration partners</p> <ul style="list-style-type: none"> <li>o Walmart</li> <li>o Publix Supermarkets</li> <li>o Gene McAvoy, UF Extension Agent Hendry Co.</li> <li>o Midwest Food Bank</li> <li>o Collier Harvest</li> <li>o Naples Children &amp; Education Foundation</li> <li>o Greater Naples Chamber of Commerce</li> <li>o Community Foundation of Collier County</li> <li>o Meet with xxxxx, Good Food is Good Medicine at Lee Memorial Hospital</li> </ul>	
	<p><b><u>C. Meet with Public Officials and Representatives</u></b></p> <p>a. Agree on priorities, timing, and participants, Week 1</p> <p>b. Agree on talking points in advance of all calls/visits, preferably 1 week in advance</p> <p>c. Introduce self to Florida state elected officials</p> <p>d. Introduce self to U.S. elected officials</p> <p>e. Introduce self to relevant senior-level county and city staff</p>	
	<p><b><u>D. Meet with Agencies</u></b></p> <p>a. Meet with one Partner Agency per county that are operating stellar programs, covering all five counties.</p> <ul style="list-style-type: none"> <li>i. Lee – Gladiolus Food Pantry</li> <li>ii. Collier – Meals of Hope</li> <li>iii. Charlotte – St. Francis of Assisi</li> <li>iv. Hendry – Compassion Avenue</li> <li>v. Glades – Point of Light Fellowship</li> </ul> <p>b. Participate in a Mobile Pantry in the first 60 days</p> <p>c. Visit a CSFP agency during distribution (e.g. Edgewater United Methodist Church, afternoon of the 3<sup>rd</sup> Wednesday, each month)</p> <p>d. Visit at least one agency every week – preferably 3/week, in groups</p>	
	<p><b><u>E. Connect with Food Bank Network</u></b></p> <p>a. Talk with ED of Florida State Association</p> <p>b. Talk with EDs/CEOs of all in-state food banks</p> <p>c. Introduce self to Mark Biewald</p> <p>d. Attend SERO conference in Orlando</p> <p>e. Attend Feeding America National Conference</p> <p>f. Attend Feeding America “New ED” conference</p>	
	<p><b><u>F. Execute Media Plan</u></b></p> <p>a. Develop media plan to introduce self to public.</p> <ul style="list-style-type: none"> <li>o Press release drafted</li> <li>o Letter to major donors</li> <li>o Key media outlets given advance notice</li> <li>o Post announcement on website and social media</li> <li>o Send e-blast to donors, supporters, volunteers</li> <li>o Arrange for in-person interviews (print, broadcast) when candidate starts</li> <li>o Newsletter story for spring edition</li> </ul> <p>b. Print introduction to Partner Agencies within first 30 days</p>	

(Note: This is a draft. Final plan will be established by mutual agreement of President & CEO and Board.)



# Harry Chapin Food Bank | President and CEO 120-Day Plan

## BOND

Check	Action	Notes/Reminders
<input type="checkbox"/>	<ul style="list-style-type: none"> <li>a. Meet with Direct reports and lead staff as a group, Day 1 (see "BEGIN" above)</li> <li>b. Meet with direct reports individually, Week 1</li> <li>c. Meet with all Lead staff individually, Month 1</li> <li>d. First all-staff meeting 3:15pm, March 2</li> <li>e. Individual departmental meetings TBD</li> <li>f. "Lunch with Richard" program: one lunch per month, beginning Month 1. Goal: meet informally with all staff in small groups in first 120 days</li> <li>g. Lead staff retreat</li> </ul>	

## BUILD

Check	Action	Notes/Reminders
<input type="checkbox"/>	<p><b><u>A. Programs and Operations</u></b></p> <ul style="list-style-type: none"> <li>a. Receive briefings from key staff regarding the programs they direct, Month 1                             <ul style="list-style-type: none"> <li>o Agency Network</li> <li>o CSFP</li> <li>o Mobile Pantry</li> <li>o Good Food is Good Medicine</li> <li>o TEFAP</li> <li>o SNAP</li> <li>o Summer Feeding</li> <li>o Fresh Food Express</li> </ul> </li> <li>b. Visit all programs, first 90 days</li> <li>c. Spend a day in the Naples warehouse, Month 1</li> <li>d. Spend a shift in the warehouse, Month 1</li> <li>e. Work a volunteer shift, once per month</li> <li>f. Distribution drive-along, Month 1</li> <li>g. Establish performance management/feedback process, Month 1</li> <li>h. Set FY2015-16 performance management plan, Month 1</li> <li>i. Develop "early wins" list and plan, Month 1</li> <li>j. Create planning process</li> </ul>	o
<input type="checkbox"/>	<p><b><u>B. Finances</u></b></p> <ul style="list-style-type: none"> <li>a. Review current financial statements (profit and loss, balance sheet, and cash flow projections) in first week. Review at least monthly thereafter.</li> <li>b. Ensure signatories on all accounts are up to date by first Board Meeting,</li> <li>c. Create Capital Campaign action plan, Month 1.</li> <li>d. Review updated year end forecast, prior to start (See "BEGIN")</li> <li>e. Create FY2016-17 budget</li> </ul>	
<input type="checkbox"/>	<p><b><u>C. Marketing</u></b></p> <ul style="list-style-type: none"> <li>a. Review current marketing materials. Refer to attachments</li> <li>b. Review and revise communication plan</li> </ul>	
<input type="checkbox"/>	<p><b><u>D. Strategic Plan</u></b></p> <ul style="list-style-type: none"> <li>a. Establish</li> <li>b. Review year-to-date results of Strategic Plan with staff responsible for results.</li> <li>c. Seek staff input for upcoming strategic plan.</li> <li>d. Create plan for Ortiz property/Naples warehouse</li> </ul>	

(Note: This is a draft. Final plan will be established by mutual agreement of President & CEO and Board.)

# Harry Chapin Food Bank | President and CEO 120-Day Plan

Check	Action	Notes/Reminders
<input type="checkbox"/>	<p><b><u>E. Immediate Issues</u></b>            Take the initiative and develop a plan to lead the board to formulate and implement its vision regarding</p> <ul style="list-style-type: none"> <li>○ Relocation and expansion of Naples Warehouse</li> <li>○ Decision on XXXX listing</li> <li>○ Priorities for services</li> <li>○ Broadening the base of major donors</li> <li>○ Implementing the planned giving initiative</li> <li>○ IT</li> <li>○ Training, Development, Onboarding, Cross training and succession planning</li> </ul> <p>Staff capacity</p>	
<input type="checkbox"/>	<p><b><u>F. Staff Assessment</u></b></p> <ul style="list-style-type: none"> <li>○ Development resources</li> </ul>	

## Discussion Agendas

### Staff

- What would you like to preserve about HCFB?
- What would you like to change?
- What brought you to HCFB?
- Discuss my:
  - Management philosophy and style
  - Mission focus
  - Key expectations
- Set expectations for what will be happening next

### Board Members

- What would you like to preserve about HCFB?
- What would you like to change?
- How did you come to serve HCFB?
- Do you have any specific concerns or expectations about the next 18 months?

(Note: This is a draft. Final plan will be established by mutual agreement of President & CEO and Board.)