

Strategy Committee

January 30, 2024

A decorative graphic in the bottom-left corner consisting of a green leaf shape pointing upwards and to the right, and a red circular arc below it.

2023 Year in Review
2024 Planning and Goals

Meeting Agenda

- Welcome & Check-in, Minutes Approval
- 2023 SIF Review and Success
- 2024 Goals, Timeline and Evaluation Plan
- 2024 Meeting plan
- Next steps



Review Committee Description

PURPOSE:

The purpose of the Strategy Committee is to oversee the development and implementation of the Food Bank's Strategic Investment Fund (SIF) in cooperation with the Board of Directors (BOD), President & CEO and staff.

RESPONSIBILITIES:

1. Oversee the development and implementation of the Food Bank's Strategic Investment Fund (SIF) initiatives.
2. Review SIF progress reports and provide feedback as needed. Keep the full BOD informed through regular reports at quarterly meetings.
3. Provide guidance and direction on program development and design with an emphasis on client engagement, data analysis, and evaluation.
4. Identify potential partners that might be able to assist with or benefit from SIF priorities. Make introductions as needed.
5. Assist staff with planning and facilitating BOD education and communication around the SIF.
6. Ensure SIF funds are allocated and spent according to their original intent.

SIF Projects Timeline-Where are we now?

SIF	Jul 2021 -Jun 2022	Jul 2022 -Jun 2023	Jul 2023 - Jun 2024	Jul 2024 - Jun 2025	Jul 2025 -Jun 2026
Agency & Program Capacity	Orange	Green	Blue		
Healthcare Partnerships	Orange	Green	Blue		
Service Insights	Orange	Blue			
Client Driven Services	Orange	Green	Green	Green	Blue
Order Ahead		Orange	Green	Blue	
Good Food Acquisition		Orange	Green	Blue	

Building the Foundation	Orange
Execution & Learning	Green
Future Planning & Growth	Blue

Strategic Investment Fund Projects



SIF Project	Sub projects			
Program & Network Capacity	Diaper Bank School Food Centers	Agency Trainings Incentives	Cold Storage Impact Grants	
Client Driven Services	CEM and CEC Positions Client Communications	Client Compensation Trauma Informed Care		
Healthcare Partnerships	Health Meets Home			
Order Ahead	Kitchen Stork			
Good Food Acquisition	Healthy Harvest Kids Farmers Market	School Snacks Ready to Eat	Senior Wholesale Culturally Relevant	

2023 Year in Review Progress and Challenges



SIF Spending thru Dec 2023



TOTAL: \$2,085,551

Program & Network Capacity: \$1,260,672

Client Driven Services: \$271,589

Healthcare Partnerships: \$35,862

Service Insights: \$247,533

Order Ahead: \$153,523

Good Food Acquisition: \$116,371

Feb BOD Resolution to approve 2024 SIF budget of \$1,410,502

Program & Network Capacity: 2023 Progress



Diaper Bank:

- over 1 million diapers/incontinence products distributed in 2023 by 67 agencies/programs, including 43% of pantries

Agency Trainings and Incentives

- \$5,713 in incentives distributed
- \$3,500 in Leadership Funds distributed

Emergency Cold Storage Grants

- \$160,219.84 awarded to 30 Agencies; 33 Units (18 Freezers, 11 Refrigerators, 4 Repairs)

Program & Network Capacity: 2023 Progress



School Food Centers

- 9 new sites onboarded for 19 total SFCs
- Equipment Grants: Total Cost - \$70,290.44 (8 Agencies), 31 Units awarded (6 Freezers, 5 Refrigerators, 16 Shelving Units, 4 Utility Carts)
- 75K requests for food (up 513% from 2022)
- 350K pounds of food distributed (up ~175% from 2022)

Impact Grants

- \$93,518.48 awarded to 14 agencies

Impacts:

- Saw an 27% increase in perishable distribution compared to 2022 (not entirely attributable to ECSG)

Challenges:

- Theory around BackPack and SFC usage isn't exactly what we thought
- Diaper Bank theory of change – not bringing in as many new clients as we thought
- A lot of interest in SFCs but cannot continue to expand with our current funding model



Client Driven Services: 2023 Progress

Community Empowerment Coordinator

- 9 Community Advocates completed training, amazing graduation event
- Elevating Voices Summit in DC in July – 5 FBST reps (largest cohort), one on planning committee who also interviewed Congressman Molinaro
- Community Advocates Nordia spoke to over 100 staff at CCC orientation, H101 workshop
- Three Community Advocates participated in creation of SNAP testimonial videos, describing the impact of SNAP in their lives
- Jackie featured in NY Times Op-Ed!

Impacts:

- Community Advocate Sayre secured \$50k in grants for Tompkins food pantries

Challenges:

- Second time turning over staff in Community Empowerment Manager position



Healthcare Partnerships: 2023 Progress

Purpose: *Increase food security and support the health of pre-diabetic individuals and their households.*

- Transitioned from pre-packed food to OrderAhead choice format
- Expansion to 12 active participants
- 273 orders packed by FBST and delivered by LECOM students
- Fresh produce boxes added in July

Impacts:

- Participants report building muscle and losing fat, walking more, trying new recipes and drinking less soda

Challenges:

- Deliveries (participant and student availability, especially during summer)
- Nutrition education opportunities



Good Food Acquisition: 2023 Progress

Healthy Harvest

- Distributed 24% more produce across the network than in 2022, for 3.6 million pounds

School Snacks

- Almost \$12k of snacks distributed to schools

Senior Wholesale

- 507,234 # distributed, up 22% from 2022
- 105,562 produce #, a 120% increase from 2022!

Kids Farmers Market

- distributed 210K lbs (~25% increase from 2022)
- 14K requests for food (30% increase from 2022)

Ready to Eat

- Pilot begun in Broome Co in Q4

Culturally Relevant Foods

- Focus of Q3 Webinar and Impact Grant, \$ awarded from Network Capacity budget



Good Food Acquisition: 2023 Progress

Impacts:

- saw an 27% increase in perishable distribution compared to 2022 (not entirely attributable to ECSG)
- Increase in produce to senior MFPs
- Snacks are having a positive impact on schools

Challenges:

- Overly ambitious timeline, slow roll out for some projects
- Snacks are popular but expensive and do not help increase our need fulfillment



Order Ahead: 2023 Progress

Purpose: *To increase food security and support the health of limited-resource pregnant and postpartum mothers and their households.*

2023 Accomplishments:

- 1,984 orders packed and delivered to participant homes
- Consistent inbound referrals from a variety of sources, Expansion to 60 participants
- Order Ahead Specialist hired, equipment purchased, deliveries transitioned to FBST team.
- Participant graduates connected with resources

Impacts- Participants report:

- Increase in ability to prepare and eat healthy food
- Removal of financial, transportation, and access barriers; Reduced stress

Challenges:

- Coordinating program activities across organizations



2024 Goals and Timeline



2024 Goals Overall

- Hire VP of Budget and Financial Analysis position to assist with much of this
- Use June Board Strategy Session as space to merge efforts around programs, impact, and strategy
- Align SIFs with Strategic Planning and budgeting process
- Determine future of this Committee



2024 Goals: Program & Network Capacity



- Onboard 4 new School Food Centers: Spencer-Van Etten Deposit, Whitney Point, Waverly interested so far
- Determine Diaper Bank future based on evaluation/client feedback
- Roll out for vision for DEI with network
- Convert Emergency Cold Storage Grants to Equipment Grants and forecast budget needs beyond 2024

SIF Project		2024			
		Q1	Q2	Q3	Q4
Agency and Program Capacity (701)	School Food Centers	Review 2023 spending	PRESENT EVAL	Fundraising plan for 2025 and beyond	
	Diaper Bank	Full funding Review 2023 spending	Conduct eval Begin comms to agencies	PRESENT EVAL	Select agencies have access Begin WIC distributions Begin to limit agencies
		Determine 2025 fundraising	Outreach to WIC	Fundraising plan for 2025 and beyond	
	Impact Grants	Sunset reg IG - focus on Home Delivery	Conduct Eval	PRESENT EVAL	
	Emergency Cold Storage	Review 2023 spending Rebrand to Equipment Grant, add ovens / dishwashers- <u>KEEP</u>	PRESENT CHANGE IN PERISHABLES UPDATE FOR AGENCIES RECEIVING GRANT Fundraising plan for 2025 and beyond	Fundraising plan for 2025 and beyond	
	Incentives / Lines of Credit	Review 2023 spending		Conduct eval	PRESENT EVAL
	Trainings and Leadership Fund	Review 2023 spending	No plan for evaluation <u>at this time</u>		
	Foundant License	KEEP FOREVER!			

2024 Goals: Client Driven Services

Client Communications

- Re-assess Community Engagement Manager position efficacy and structure in relation to Communications team
- Launch Client newsletter with much context created by Community Advocates
- Implement “What to Expect When Visiting a Pantry” campaign – video, social, etc
- Include SNAP outreach efforts in Client Communications Plan
- Community Advocates training in spring 2024 in Tompkins County
- Voter Registration Campaign in summer 2024
- Pilot and launch new workshops – How to Facilitate, Civics 101
- Continue work with Feeding America Measurement, Evaluation, and Learning Grant (MEL)

SIF Project

2024

Q1

Q2

Q3

Q4

Client Driven Services

Community Empowerment Coordinator position

Community Engagement Manager position

Client stipend fund

Rethink purpose and JD for this position

Review 2023 spending

Fundraising plan for 2025 and beyond
Fundraising plan for 2025 and beyond
Fundraising plan for 2025 and beyond

Community Advocates Program

Evaluate - MEL support from FANO

Evaluate - MEL support from FANO

Evaluate - MEL support from FANO

PRESENT EVALUATION

Evaluate - Cornell support

Evaluate - Cornell support

Evaluate - Cornell support

Client Engagement (outside of CAP)
Training / Consultant

PRESENT EVALUATION?

2024 Goals: Healthcare Partnerships / Order Ahead

Merged Order Ahead and Healthcare Partnerships projects

Health Meets Home

- **Purpose:** *Increase food security and support the health of pre-diabetic individuals and their households.*
- Increase program to 25 participants.
- Expand use of OrderAhead.

Kitchen Stork

- Expand participant census to 70 (already done)
- Determine best partnership model with CIDS in Chemung Co
- Increase nutrition education resources to participants.
- Establish long-term funding plan for program with **Managed Care Organization/1115**

Medicaid Waiver

2024 Goals: Good Food Acquisition

- Increase Retail Recovery (PDP) pounds
- Roll out Good Food Standards to agencies in Q1-Q2
- Prioritize agency comms and education – examples include adding photos and expiration dates to online menu
- Evaluate delivery re-design
- Evaluate Ready to Eat pilot initiative in Broome County
- Determine impact of culturally relevant foods Impact Grant and determine next steps

Good Food Acquisition (707)

SIF Project	2024			
	Q1	Q2	Q3	Q4
Culturally Relevant	Review 2023 spending		Fundraising plan for 2025 and beyond	
Ready to Eat	Pilot in Q4 2023 into Q1 Review 2023 spending Begin evaluating	Evaluate	Fundraising plan for 2025 and beyond PRESENT PILOT EVALUATION	
School Snack Program	Fully fund during 23-24 school year Begin comms around 24-25 changes Survey of school program coordinators	PROCESS EVAL	24-25 not purchasing snacks bulk sort production Fundraising plan for 2025 and beyond	
Senior WH	Fundraising plan for 2025 and beyond Review 2023 spending		Fundraising plan for 2025 and beyond	
Kids Farmers Market	Fundraising plan for 2025 and beyond Review 2023 spending Survey of school program coordinators	SHARE PROCESS EVAL	Fundraising plan for 2025 and beyond	
Healthy Harvest	Review 2023 spending		Fundraising plan for 2025 and beyond	

2024 Evaluation Plan



Q1

Zone need fulfillment progress

Q2

School programs (esp. SFCs)

(Cold) Storage Grants

Client survey & feedback interviews

Partner survey and renewals

Q3

Diaper Bank

Ready-to-eat pilot

Impact grants

Q4

CAP

Client engagement

Agency incentives

2024 FBST Evaluation Plan	Q1 2024	Q2 2024 - May strat comm?	Q3 2024 - Aug strat comm?	Q4 2024 - Nov strat comm?	Q1 2025
Programs					
School food centers (and other school programs - snacks, KFMs, Backpack)		PRESENT			
Emergency cold storage grants		PRESENT			
Diaper bank			PRESENT		
Ready-to-eat pilot			PRESENT		
Impact grants			PRESENT		
Community Advocates Program				PRESENT	
Client engagement				PRESENT?	
Agency incentives				PRESENT	
Progress toward goals					
Zone progress on need fulfillment	PRESENT				PRESENT
Client survey & feedback interviews		PRESENT			
Partner survey/renewal		PRESENT			
Underserved populations progress (DNF) & impact of perishables and expanded hours (CSC)					PRESENT

Strategy Committee 2024 Meetings

	Jan	May	Aug	Nov
2023 SIF Progress Report 2024 Goals	●			
Prep for June Strategy Session Strategic Planning		●		
2024 Budget Recommendations Strategic Planning			●	
Future Planning for Committee				●

Discussion

