

Strategy Committee

April 24, 2023



Meeting Agenda

- Welcome / Approval of Minutes
- School Food Center – Deep Dive
- BREAK
- Matrix Mapping & Logic Models
- SIF extension proposals
- June BOD Strategy Session discussion

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?

Theme	Jul-Dec 2021	Jan-Jun 2022	Jul-Dec 2022	Jan-Jun 2023	Jul-Dec 2023	Jan-Jun 2024
Building the Foundation	Orange					
Execution & Learning		Green				Green
Future Planning & Growth					Blue	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			
Service Insights	FreshTrak Equipment Grants	2-1-1 Contracts		
Order Ahead	Kitchen Stork			
Good Food Acquisition	Healthy Harvest Kids Farmers Market	School Snacks Ready to Eat	Senior Wholesale Culturally Relevant	



School Food Centers

Strategic Investment Fund

Project Roll-out

SFCs within SIF

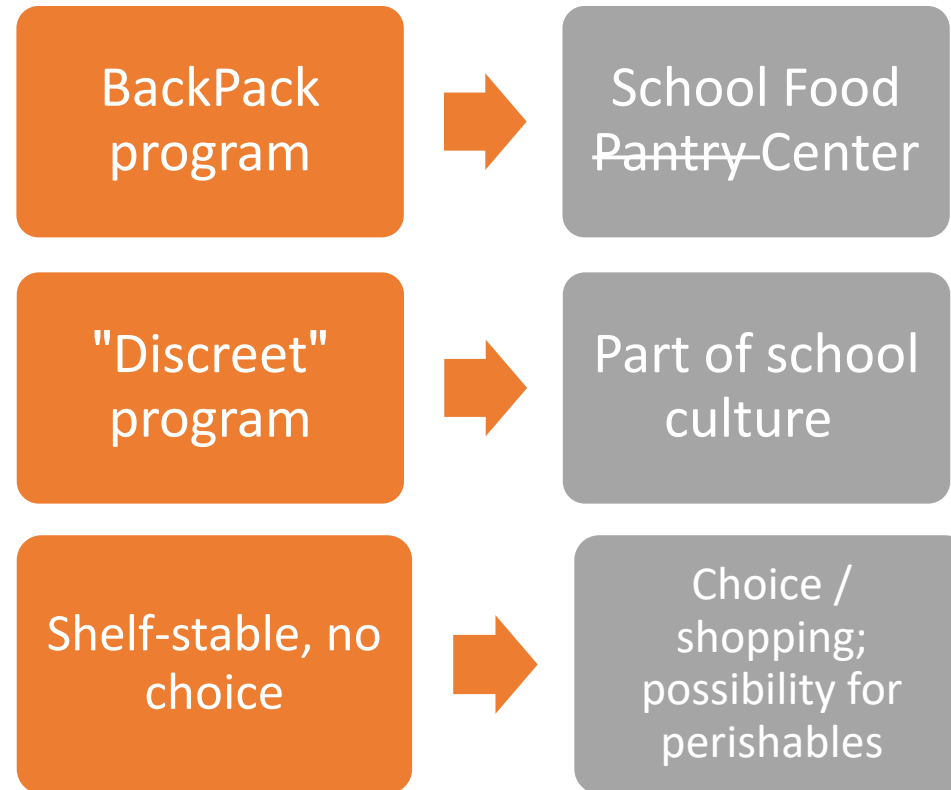
Strategic Priorities:

- Identify and address gaps in our network that impede the equitable distribution of nutritious food.
- Align the allocation of resources to increase equitable, healthy food access

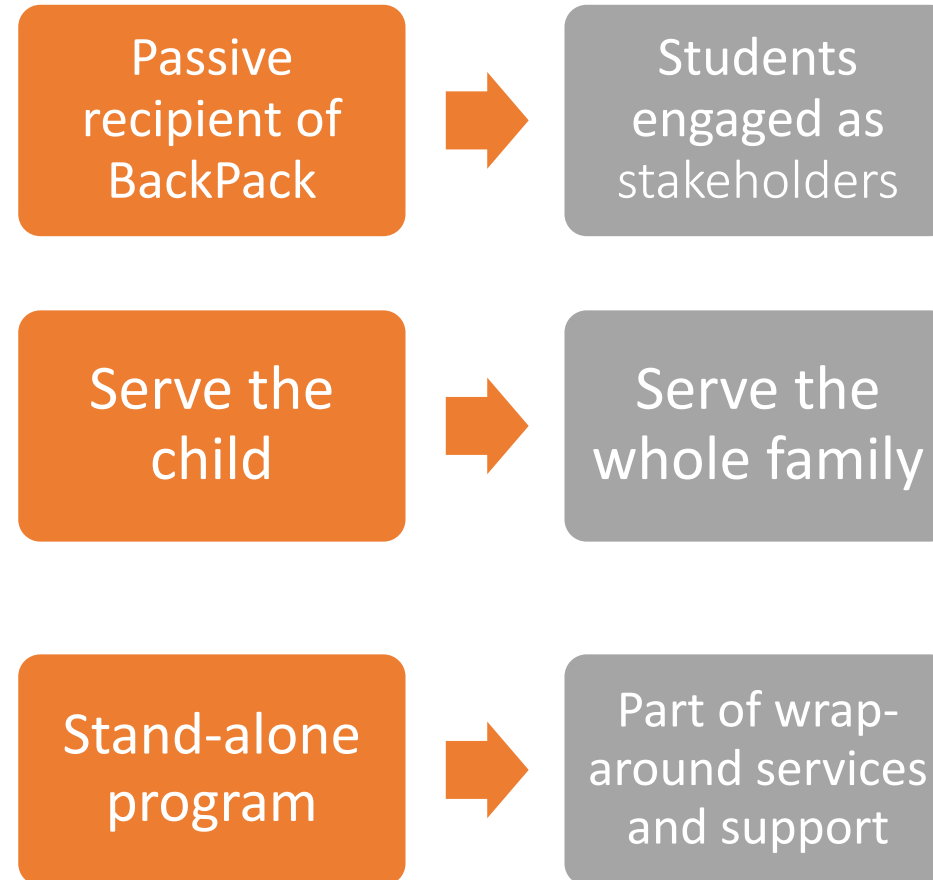
Needs Assessment Recommendations:

- Address common barriers of transportation, awareness, access, type/quality of food available and stigma.
- Offer home deliveries and expand hours to meet needs.

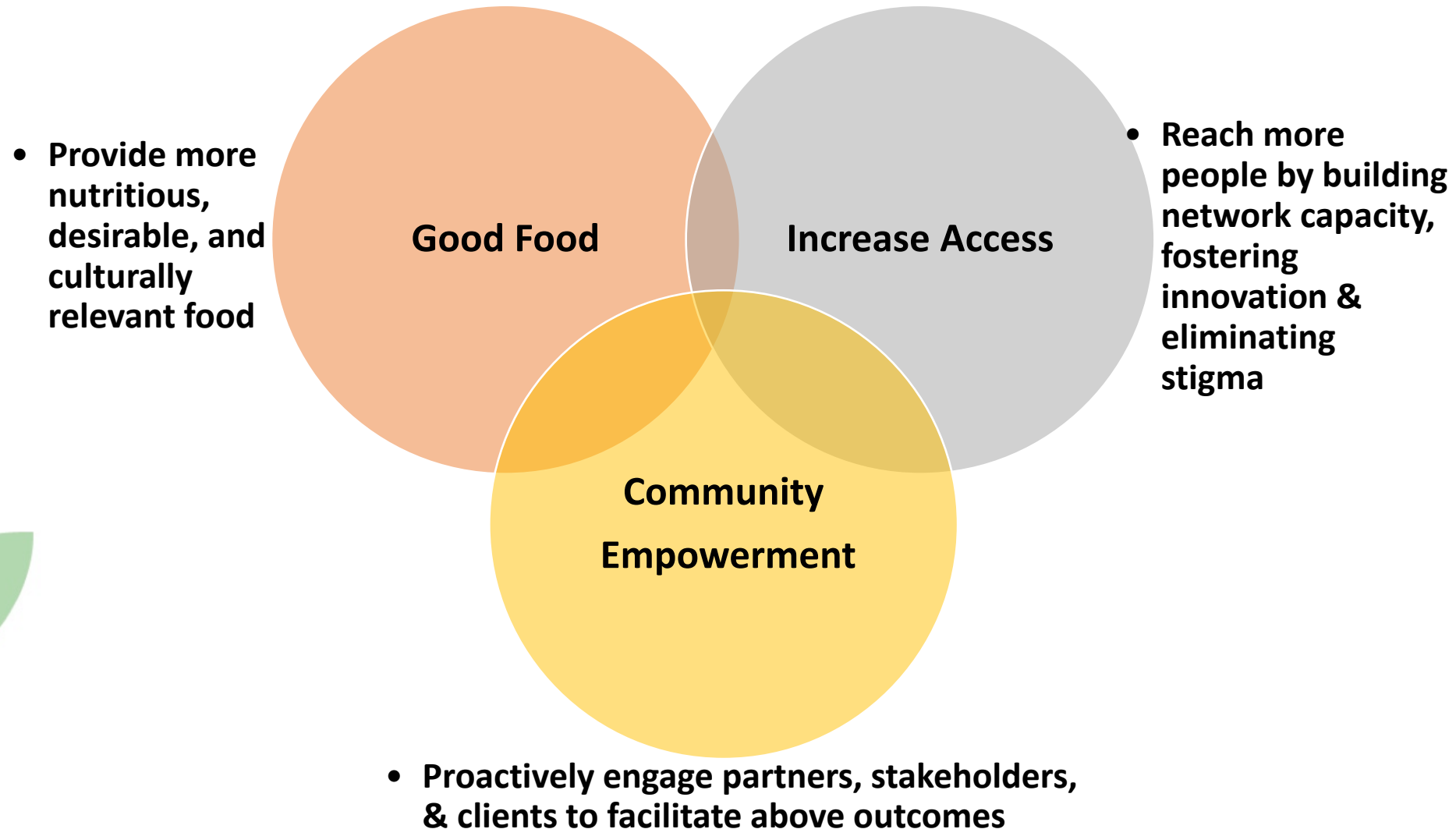
Our Theory of Change



Our Theory of Change



Food Bank Organizational Outcomes



Outcomes & SFC Model

Good Food

- Expanded choice model - Produce, meat, dairy, more variety
- Opportunity for H&N engagement; recipe support and HPI.
- Culturally relevant food pilots
- Snack program transition

Increased Access

- Part of school culture (narrative change)
- Reaching underserved populations
- Whole family solution

Community Empowerment

- Student leadership and curriculum opportunities
- SFCs as community hubs
- Potential for wrap-around services

Current SFCs



County	2017	2019	2021	2022	2023
Broome	East Learning Center, BT BOCES		Ben Franklin Elem, Binghamton CSD	Johnson City HS Union-Endicott HS Chenango Valley Maine-Endwell	PALs, BT BOCES Susquehanna Valley Binghamton HS West Learning Center, BT BOCES
Chemung		Elmira Campus, GST BOCES			Elmira Heights Elmira HS Broadway Academy, Elmira CSD
Schuyler					Watkins Glen HS
Steuben					(CPP in pipeline)
Tioga					
Tompkins				Dryden HS Enfield Elem, Ithaca CSD	Ithaca HS Groton CSD
Total	1	1	1	6	~10 (9 pending approval)

SFC Income

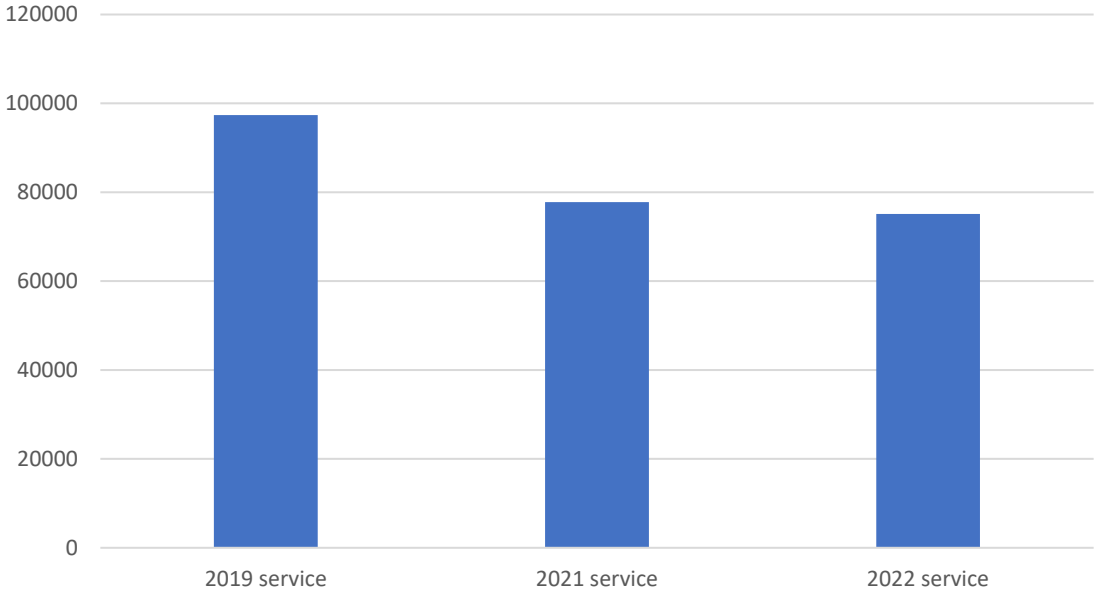


Funding Source	Amount
Broome County	\$125,000 over 3 years thru 2024
Lupardo grant	\$75,000 for 2022
Legacy Foundation	\$16,000
Cargill	\$60,000
Community Foundation of SCNY	Funded Ben Franklin in 2020, interested in learning more

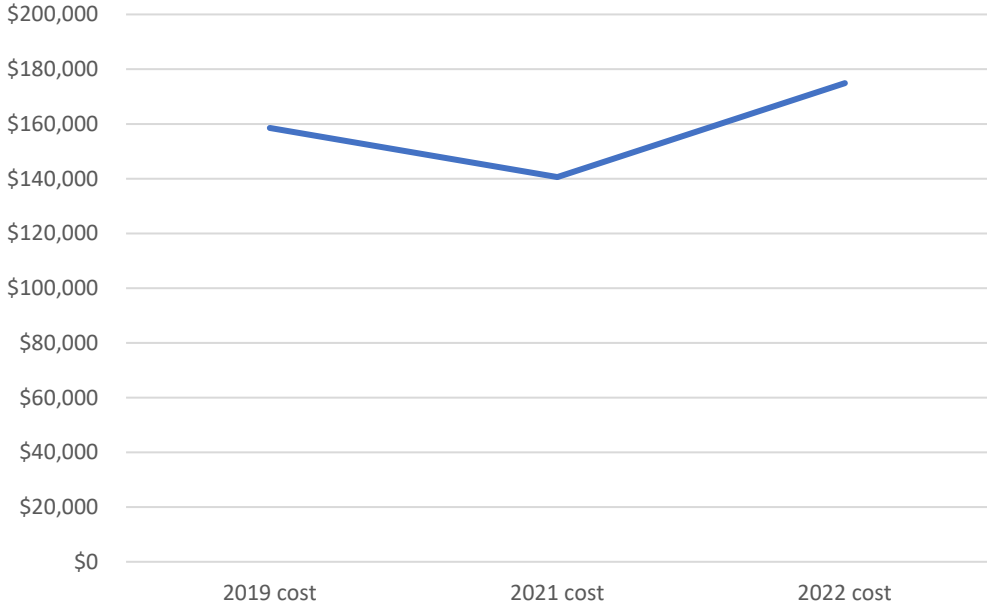
BackPack Costs & Distribution



Packs Distributed



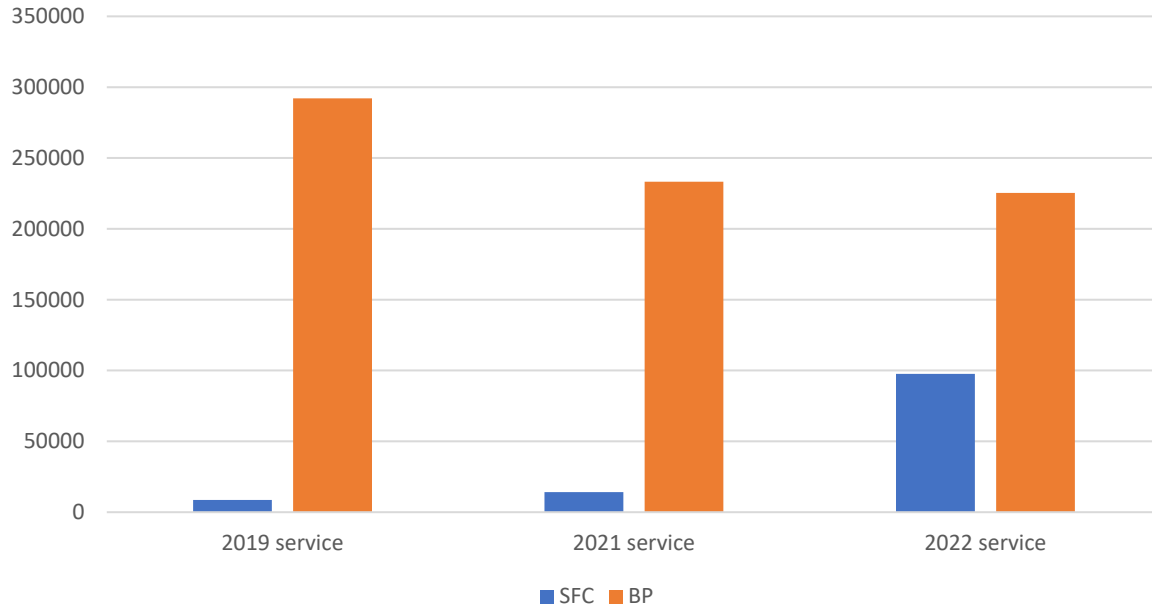
Backpack \$ spent



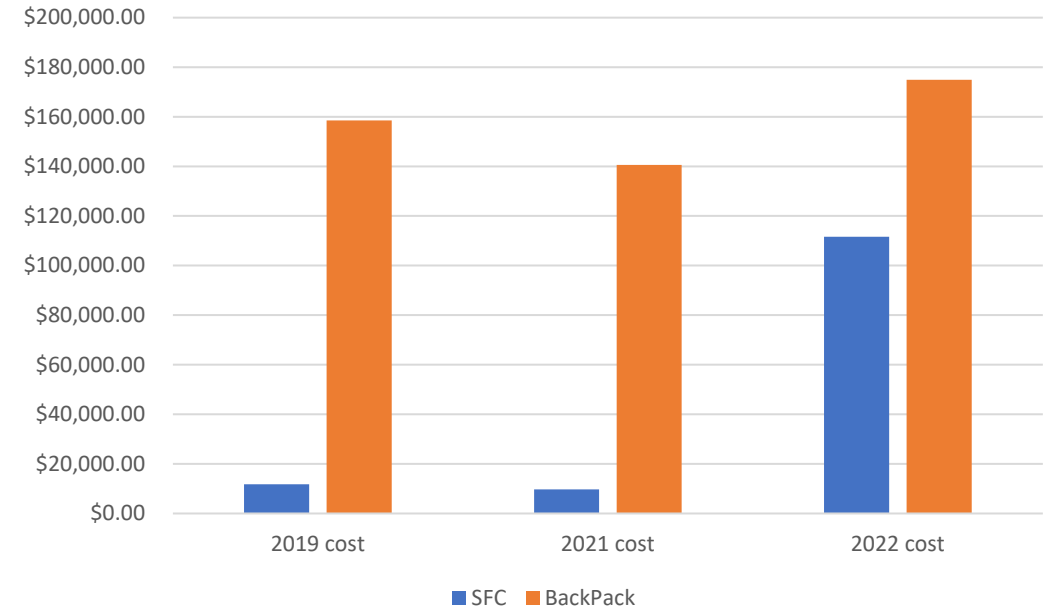
BackPack vs. SFC



Meals Served Through BP & SFC



BP vs SFC costs

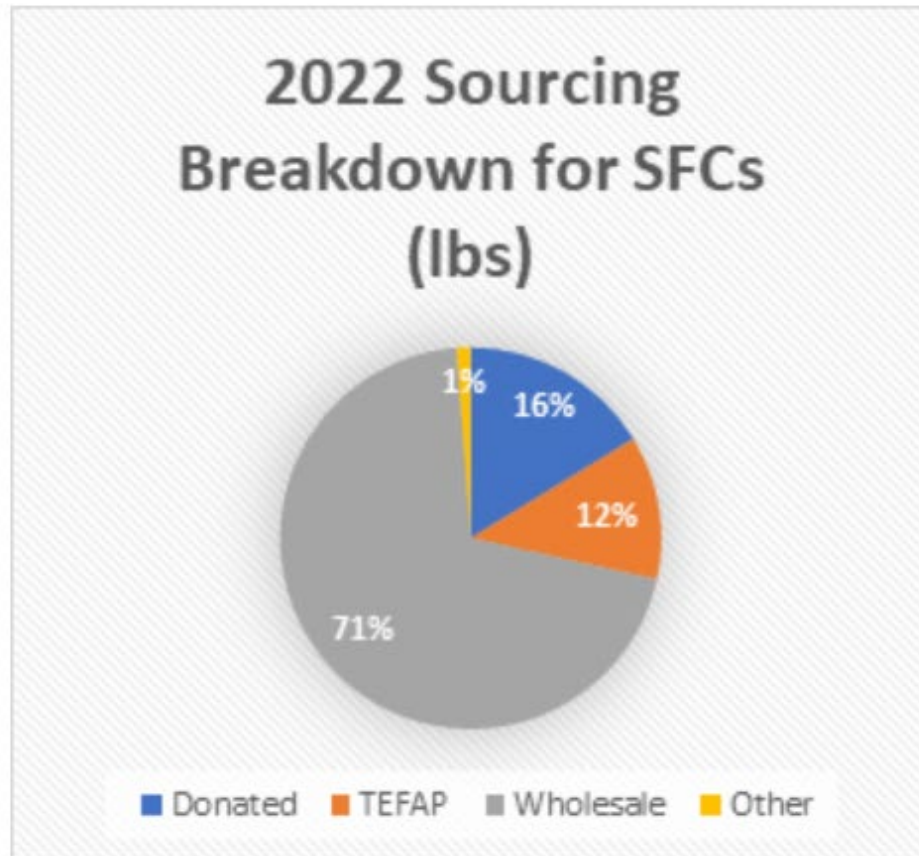
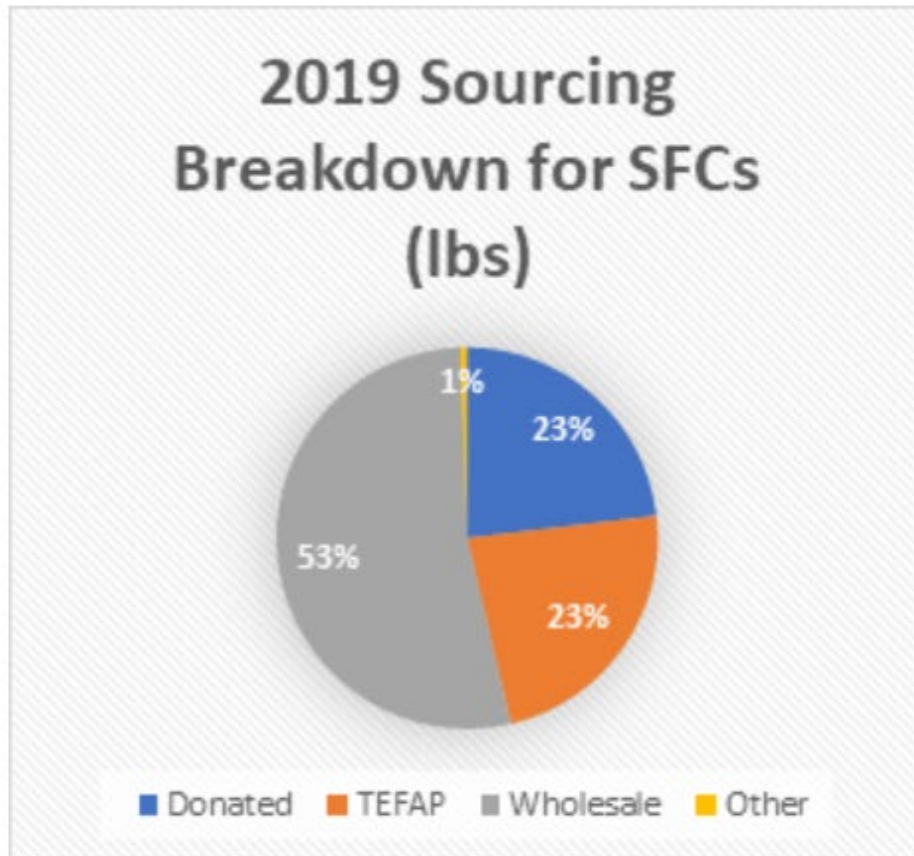


Costs per Individual / HH



	2019	2022
Cost per household (duplicated)	\$15.90	\$54.48
Cost per individual (duplicated)	\$4.73	\$12.80

Costs per Individual / HH



SFC Food Grants



New sites	Existing sites
Get up to \$7500 (spring) or \$2500 (fall) per school year	Receive an allocation in 2 parts on Jan 1 and July 1
Balances reallocated in mid June and mid Dec	Balances reallocated in mid June and mid Dec
	After one full year of operation, existing sites receive reduced BP allocation

2023 Evaluation



Family & Site Coordinator surveys opened February 2023

- Limited response – deadline extended to end of May

Questions we hope to answer:

1. Do school food centers improve Access, Good Food & Empowerment outcomes for families with children
2. Do they reach new people? Do they reach underserved populations?
3. Are people satisfied with the food options?
4. Are families more satisfied compared to other programs? Backpack? Pantries / Mobile Pantries?

Good Food Outcomes

Overall, people who responded to the survey are satisfied with food quality, variety, type and quantity.

Areas to keep an eye on:

- Meeting special diet needs
- Ensuring choice
- Food costs

“We would love healthy food options that do not break our grant allotment bank. We know the price of items such as milk, eggs & cheese are so high right now, but in turn those are the basic items our families need and can’t provide and we also can’t purchase.” Site Coordinator

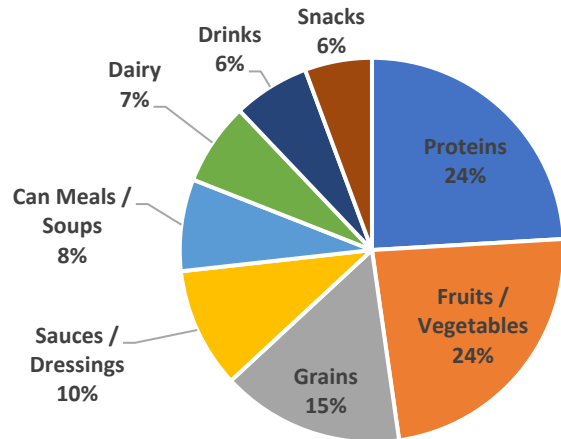


Good Food Comparison

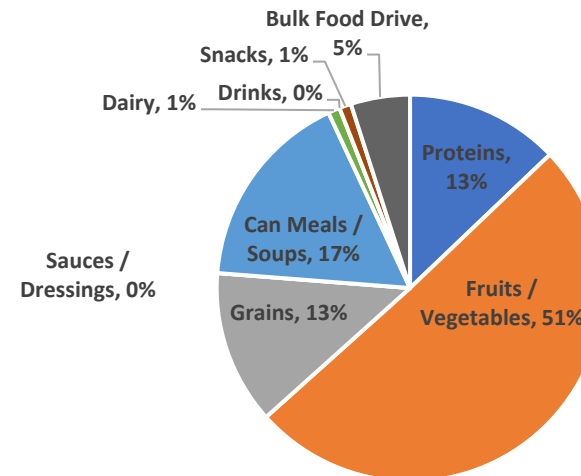


2022 Program / Agency	Total Meals	Total Requests for Food	Meals per Request for Food	Avg Days of Food per Request	Perishable Pounds per Request	Produce Pounds per Request
School Food Center	97,596	12,849	8	3	4	1
BackPack Program	291,406	75,136	4	1	1	1
Community Food Pantries	6,061,529	497,196	12	4	8	3

2022 SFC Food Pounds, by Type



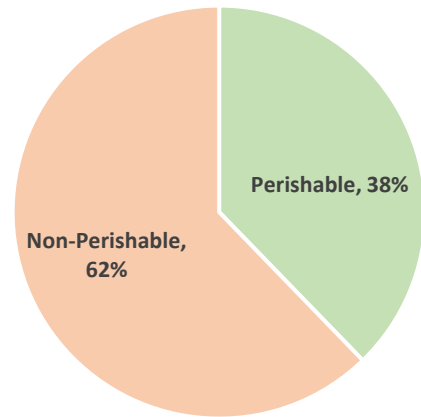
2022 BP Food Pounds, by Type



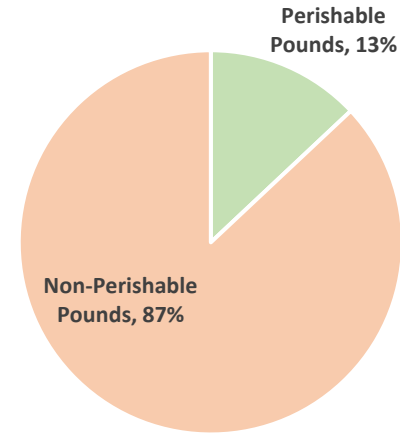
Good Food Comparison: Perishables



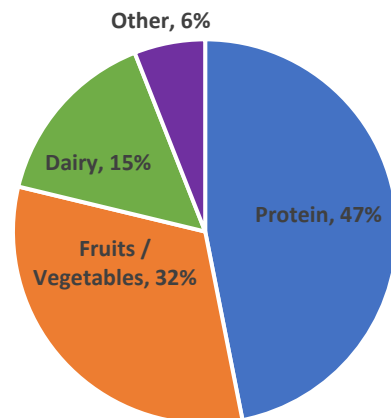
2022 **SFC** Food Pounds, by Storage



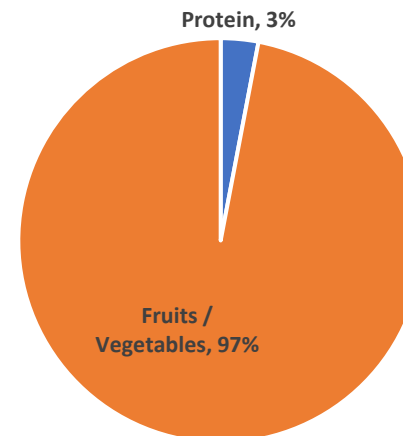
2022 **BP** Food Pounds, by Storage



2022 **SFC** Perishable Pounds, by Type



2022 **BP** Perishable Pounds, by Type



Areas to keep an eye on:

- May be saving time / reducing barriers
- May be increasing access to working families & families with young children
- May be reaching new families

“I love the fact that I have a choice of having my child bring it home on the bus.” Parent

“As much as I appreciated the Backpack Program’s help, School Food Center fits our family’s needs far better.” Parent

***“My family’s stress was greatly reduced due to the kindness & support from this program.”
Parent***

Empowerment Outcomes



Areas to keep an eye on:

- Wrap around services
- Connection to school
- Comfort of students accessing

“The impact the food center has had on our students, families and community is greater than we could’ve imagined. The connections we have made with those who have visited our center have been wonderful and connections we otherwise would not have made. We are providing a resource that is without judgement or shame and we have been thanked over and over for this!”

Site Coordinator



BREAK



Matrix Mapping

Matrix Mapping Process

1. Identify each SIF project
2. Determine Profitability = Revenue-Expenses
3. Determine Impact
4. Map Profitability & Impact
5. Strategic imperatives based on map

Matrix Map – Updated Criteria

Criterion 1:

- Good Food
- Increased Access
- Community Empowerment

Criterion 2:

- Excellence in Execution

Criterion 3:

- Scale

Criterion 4:

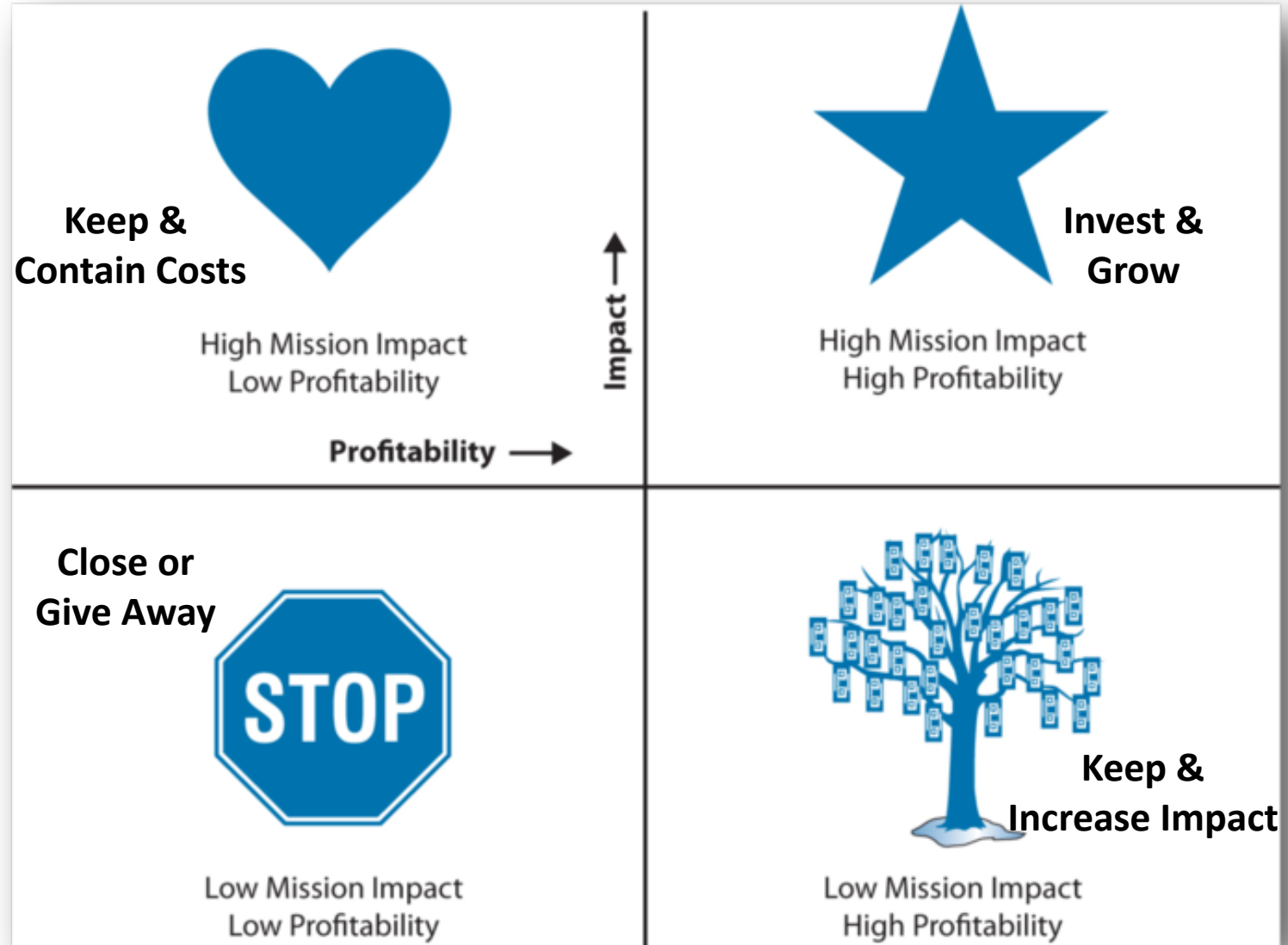
- Depth

Criterion 5:

- Meeting Unmet Need

Matrix Map

[Check it out](#)



SIF Timeline Discussion

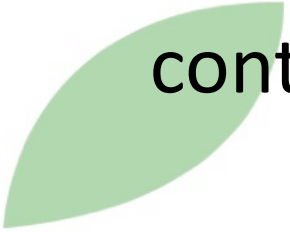
- **Client Driven Services** – extend to 5 years (end in June 2026)
- Rationale: most outside –of-the-box SIF project, staff turnover, need time to get initiative up, plan to evaluate in 2024 (applied for FANO grant to support evaluation efforts)
- Process for bringing this to the full BOD?



June BOD Strategy Session Discussion



- Scheduled for Thursday, June 15th
- Proposal to wait for new CEO to be onboard
- IF they're on board, use this time for BOD and new CEO
- IF they're NOT on board, use this time for other issues
- Normally, this session would be drive by the Committee, however this year we most likely will not responsible for the content



Next Steps

- How to bring Matrix Mapping to full BOD? (May meeting?)
- Randi will share Q1 SIF progress with Committee
- Staff will begin work on Logic Models that align with Matrix Mapping

