

Vanya Goldberg. IRC Shifting to Address Root Causes

Kyle Meinspring. Glamour, Sr. Box.

Deepa - Seattle. IRC

Alison Almeida Co Foodbank -

foo and 'an advocacy powerhouse'

Eric - Sacramento Foodbank

Jan - CUNY Urban Food Policy Institute

## 1) Biggest Challenges

a. part of measuring success - FROM outputs to outcomes - How do you measure success?

b. concern about mission creep, -  
- our unique role.

c. Some of the root causes, we can't do anything about. equal pay, capitalism, inequality, racism, transportation.

d. rebranding, stigma & misinformation e. opportunity cost -

## 2) What has WORKED?

Alison. - test strategic plan. We've used the "Meal Gap" to show our Board of Directors how our policy work has moved the needle. We showed impact of Rise in minimum wage, State EITC, are now thinking of doing some work on paid family leave.

- Reciprocal relationships instead of transactional partnerships with people instead of "serving" them. Establish member advisory board to set agenda. [at both pantry & bank level. Pantries get a pool of resources to use to survey / focus group members / clients

- Almeida - member advisory committee really changed our agenda.

3.) What do we need to know more about  
A Universal Basic Income.

B. How to apply a Racial Justice framework  
example: SSI -- in part needed because of  
the exclusion of farmworkers & domestic  
workers from Social Security

C. Nutritional composition of pantry bags:  
fostering illness is causing poverty.

D. How to work on food systems change.

# Making Equity of Your Strategic Plan

## Draw to Topic

- Getting leadership on board - New Paradigm
- Bigger context of work
- Transition in staff - With Vision for food equity
- Small town but model not functional
- Demographics of board / tension / push from farm
- Engage topic / ownership / New direction
- Focus more on donors
- How to start conversation to take org. in new direction
- Short-term solution

## Challenge

- Diversity at board level
- Avoid tokenization
- Staffing decisions / Recruitment
- Fresh Perspective
- Age difference
- Acknowledging Issue
- Tools
- Advisory Council
- \* Building into the structure
- Reconciling equity
- Strive for empowerment
- Education & influence
- Take first steps
- Need to unwrap equity

## Deliberate Boundaries

- Closed surveys periodically
- Results every week
- Anonymous
- All staff meetings
- Transparency
- \* Establish communication
- Weekly journaling
- Mindfulness
- Safe base
- Eliminate issue  
e.g., Solid Ground Training
- \* Cultural Change
- Some autonomy
- \* Internal champion
- \* External perspective

Chris - Partners

Diane - YCAP resource developers

Bob - Board Chair Tucson.

- what is the right model

- diversity + inclusion

Rachel - UofO grad school

- community needs

1) Challenge: fear + buy-in; how do we embrace differences; what if ~~the~~ there aren't diverse populations coming to the table; how do we start the conversation when the leadership is white; how is partnership divided equally; hierarchical prestige w/in an org when employees have been there for a long time; people who don't feel comfortable speaking up.

2) What has worked: Attend workshops that open up ideas + conversations; change the way people can share ~~about~~ about their experience

3) What do I need to know more about; everything; how do we make this conversation part of our everyday culture?



## 1) Biggest Challenges:

# Starting the Conversation on Equity

Equity within the organization: warehouse vs programs  
People feel out of the loop, need to focus internally

Get the exec. team on board with Equity  
Feels like too much shift change

Diversity v Equity, POC feeling unable to speak to the issues w/o being marginalized

↳ ex) always being called to translate

Capacity to have conversations, work is so fast/intense, makes it hard to step back, need facilitator

Small, new org, little diversity, but diversity of program com.

is great

Moving the (mostly white) board, understanding of equity is v. different  
education needs to slowly evolve

Lack of intersectional context (Ex: Economic Justice vs Racial Justice)

Trainings → Policy is difficult, few tools, how to change whole dynamic

## 2) Ideas that have worked:

Trainings, many conversations → values redrafting, now we can use to recruit new staff & volunteers

Incremental process \* (Equity Director) \* trainings for people who run partner  
Partner Agency + client Advisory Board, building in accountability  
for change

Create other boards besides the directors

Bring staff on the ground more often

## 3) What do we need more

More tools/resources → Find the right trainings, teaching compassionate listening  
Tools to bring in our volunteers to these training (structural racism in em. feed)

External facilitators

Continuous reckoning with the staff

#### 4) Ideas to Float to Peer Group:

Hire a full time professional, but time/\$ is an issue

Grant more time (possibly closing) for these convo's  
a few times /yr

Talk to leadership, but find ways to put the  
pressure on them for real change

Equity manager → mandatory equity training for volunteers

Getting more people to mobilize/lead organizations  
in this direction

Advisory council of participants



## ① Biggest Challenge

LACK OF SUPPORT FROM LEADERSHIP

IS THIS personal politics?  
or corporate politics/  
funding?

## DECISION MAKERS

- Final say makers
- Need-to-know basis

- Status quo
- Corporate board
  - ↳ Board doesn't want to address "root causes"
    - ↳ comes from corporate
    - ↳ makes them uncomfortable
- Power differentials
- "Not an innovation company"
  - ↳ How to translate from board mindset to client / staff mindset
- Different understanding of core values
- Disconnect between leadership and line staff
- Lack of communication among

## ② What's worked? → How can we engage leaders?

- We need to be diving our donors
  - ↳ If we don't start changing, donors are dying off
- We may upset older donors but won't make the new friends/donors we need
- Relentlessness.
- Sit w/ discomfort
  - ↳ Talks about racial equity
- Help open lens. so it's not confrontational
- Invite leadership to bigger things (like CTHG)
  - Be passive learners @ first
- Give people a leadership role in something they may not feel connected to. Helps to create buy in.
- Situation: remove leadership from certain discussions where they may feel attacked/ be defensive.

### ③ What we need to learn more about?

- How are decisions made in the first place?
- Who is the person in general?
- Radical enough to inspire change but not shut people down.
- Why are people roadblocks?
  - Communication?
  - Discomfort?
  - Finances?
- Who's on the board?
  - Change the board?!?!?
- How can we be convincing?
  - ↳ Knowing how your leadership thinks (#s, stories, etc.)
  - ↳ This can mean you give up speaking your own truth.
- \* No jargon rule?
- \* Setting community norms?
  - step up, step back
- \* Liberating structures
  - distributes power in the group.

# EDUCATING DONORS

## 1) BIGGEST CHALLENGES?

- PRECONCEPTIONS
- STIGMA
- HOW TO CREATE A SOLID DONOR BASE
- MESSAGING / MKTING
- WHAT IS THE MOST HELPFUL THING TO DONATE
- AVOIDING PUSHBACK
- NAVIGATING RELATIONSHIPS w/ SENSITIVITY

## 2) WHAT'S WORKED?

- GET AHEAD OF PRECONCEPTIONS THRU GOOD MESSAGING
- EMPATHY → NOT SYMPATHY
- WE ARE THE PROFESSIONALS

## 3) WHAT DO YOU NEED TO KNOW MORE ABOUT?

- MANAGING "UP" / EDUCATING "UP"
- KNOWLEDGE ABOUT DONORS
- CREATING DIRECT COMMUNICATION BTW THOSE SERVED / THOSE SUPPORTING
- IDENTIFYING GAPS OF MISINFORMATION

## 4) IDEAS TO FLOAT

- CULTIVATE MORE IMAGERY DIRECTLY RELATED TO THE WORK
- CONNECT BOARD / DONORS DIRECTLY WITH MISSION

## 5) TOOLS NEEDED

- TALENTED / ENGAGING WRITERS
- DONOR DATABASES
- NEW FORMS OF OUTREACH

① Biggest Challenge of moving from charity model to social justice model?

- At food bank level, we are encouraged to add more agencies not a lot of conversation about racial justice.
- Focus on # meals served, w/o analysis of what people need.
- Charity w/o putting yourself in others shoes.

② Ideas that have worked

- City of Seattle has race + social justice framework  
invests \$ in development of programs + resources
- Building relationships w/ others in community doing s.j. work, finding the experts + establishing partnerships

③ What we need to know

- Where do you start (as one organization trying to change a system)? Where do you educate + how?

- ④ Ideas:
- Need to respect charity aspect but invite them to innovate in their programs, think beyond food resources.
  - A county "hub" w/ resources.
  - Considering other needs of clients
  - Advocacy component
  - Board development where board member make-up is representative of community / food bank clients  
shifting the power structure.
  - Coalitions
  - Moving beyond idea you have to be sole source of food for your clients

Tim  
Sara  
Robert  
Ruben

- agreed on what the root causes are
- opened many unfrozen pathways that we're still working through → growth in scope of programs
- ask for forgiveness rather than permission
- we need to relate to people & build relationships and it's more than just giving food
- Provide love & kindness
- organizing around basic needs for U.C. students

what worked:

- Cast a large tent - folks on the ground are focused
- Create systems where there has been democratic participation - include community food bank
- We fundraise & the group designs what we do
- Re- envision what the role of the university is
- work w/ all the community colleges
- Calling in leadership from elsewhere

Report  
Focus on Latino students <sup>success</sup> but never addressed hunger or homelessness

students can't separate themselves from the challenges of the Central Valley - drought + economic challenges

~~A large study was~~

Oregon founded the College & University Food Bank Association - making a stronger ~~case~~ case in the role of food in student success.

People don't have backup / community / safety net

• sponsored some Dreamers and were able to help when medical bills were challenging + creating homelessness  
was there for them but what about the rest

• working to support staff to do community outreach  
• need funders that are open to root-cause discussions

• How do we prioritize self-care for leaders in this work - that impacts the work - Don't perform

• Importance of bringing innovation + creativity into the community - not seeing it as naive  
- How to welcome innovation + not fight w/ the choir

## Question 1: Challenges

- Speed, pre-existing processes
- Priorities - different for different departments
- Misunderstandings of root causes of poverty - buy in
- Choosing a path forward - actions
- Getting everyone together (schedules, time, location)
- Spreading the facts of what the services offered are
- Board buy-in - politics

## Question 2: Ideas that have worked

- All staff meetings at rotating times / alternating months
- Review action items at end of meeting and always have a dead line / due date
- Ask for forgiveness
- More intention around work plans - monthly updates on work plans
- Equity training for all staff
- In house equity coordinator vs outside consultant
- Giving committees decision making power

## Question 3: what do you need to know

- How to give committees power
- How to involve upper management
- How to support other organizations





# Solutions Lab

## Organizational Change + Equity

Justine Post - Resourceful Communities, NC  
- access to food, rural areas  
social justice, enviro. sustainability.

Lideon Adams - F4 BK of Central + Eastern NC. 1/3 of state  
traditional model

Cindy Sink - Inter-faith Food Shuttle

Trin Brook - Second Harvest FB New Orleans

Jaquelyn Blackwell - End Hunger Durham + <sup>Feed My</sup> <sub>sheep</sub> food pantry

Carlene Middleton -  
advocacy, partner network

Stephanie

Farm to Food Bank in WA

Dara Bloom - NC State U. Extension Service  
cnty - based food systems.

cover 100 counties, wk w/ farmers,  
pantries, gardeners. Share the Harvest, gleaning  
processing meat locally, family + consumer sci.

Betsy Crites End Hunger Durham - linking, collaboration

How do you get leadership to buy into ideas of CTHO?  
Race equity workshops a possibility.

Grassroots can support the FB leaders + vice versa

What ideas have you heard that could be helpful?

The collaboration w/ the innovators at grassroots level:  
Talking councils - w/ pantries + partner agency advisory  
council.

Ask agencies to get feedback.

Vancouver got clients to participate to fuel changes  
Rec'd look at their community engagement model

Boulder Food Rescue - documented barriers in diff.  
ways.

Co-op  
Extension Service - "Faithful Families"  
"Master Food Volunteer Program"  
Center for Envir. Farming Systems -