

Board Vision Exchange

Houston

May 26, 2017

FEEDING
AMERICA



Brian Greene Houston Food Bank



Just my opinion



Evolution of Thought

- **Calorie business – Nutrition matters**
- **Count the pounds – what is measured matters**
- **Whole plate – maximize value and nutrition**
- **Food solves hunger – Not isolated**
- **Fill meal gap – Address cause**

Who we really are

- **Logistics with a mission**
- **Leverage**
 - **Surplus food**
 - **Collaborations**



Directions to end hunger

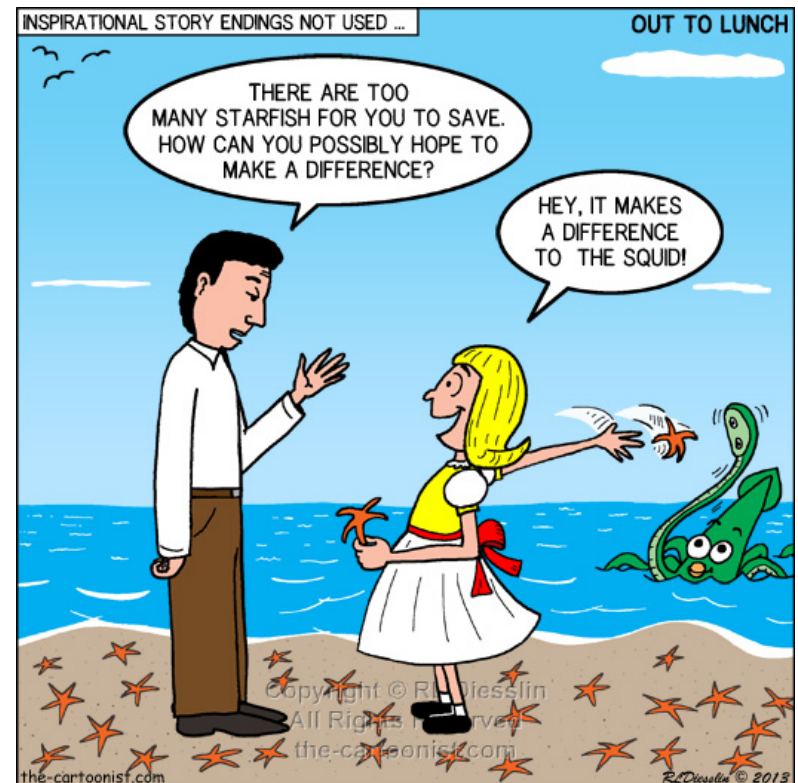
- **Public policy changes**
- **Understand clients, rethink**
- **Engage clients in shaping change**
- **Broad based collaborations**
- **Food For Change (ish)**
- **Other**

Pretty stories are our enemy



Pretty stories are our enemy

- **Food bank examples**
- **We like to check the box**
- **It's our habit – for a reason**
- **Need to see ourselves as investors**



Food For Change

- **The realization**
- **The evolution**
- **Basic FFC model**
- **FFC Criteria**
 - **Food in support of programming to shorten line**
 - **Must be scale or scalable**
 - **Must have legitimate outcomes measurement**

Food For Change

- **Three tiers for our output**
 - **Traditional hunger relief – continue**
 - **Change programming without rigor – prefer**
 - **Meet FFC criteria – invest heavily but don't fall in love**
- **Outsourced to be better researchers**
- **Partner for programming instead of doing programming**

A note about changing food supply

- **There will still be billions more**
- **Cheapest logistics \neq Best impact**



A note about fundraising

- **11% of 2% and most crowded**
- **Leaving billions on the table**
- **New streams**
 - **Education**
 - **Health**
 - **Job training**



A note about health pilots

- **Most common FFC style**
 - I suspect a lot of box checking
 - Could become big
- **Can we show progress in our mission?**
 - Mission creep
 - Mission change



Role of the Network

- **Move from story telling to data driven**
- **Insist on evidence based conversations**
- **Food banks take on different strategies with rigor**
- **Engage boards**



Role of the Board

- **Level One**
 - **Learn what performance is and monitor**
 - **Get out of your city**
 - **Insist on useful measurements – and think through**
 - **Governance, not sticking fingers in**
- **Level Two**
 - **Learn the vision landscape**
 - **Engage nationally or at least a subset**
 - **Set direction with knowledge**

Greatest time ever

- **You have incredible capabilities**
 - **Giant organizations that people love**
 - **Massive networks**
 - **Billions to invest**
 - **Millions of supporters who want to help**
- **You have big decisions to make**
 - **How do we purpose these capabilities?**
 - **How do we know we are on the right track?**
 - **How will we work with our communities?**
 - **How will we work together?**

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