

Rethink Your Approach to Agency Relations

Presenters:

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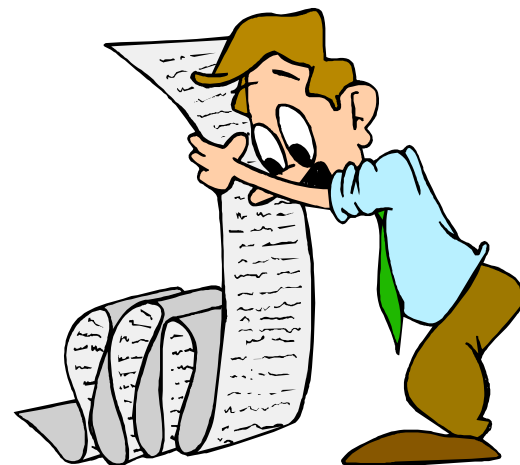
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Presentation Overview

- Goal and Purpose
- Assessment Process
- Menu of Services
- Roll Out Process
- Agency Responses and Impact
- Next Steps



Market Segmentation

- What is it?
 - Grouping agencies with like characteristics & providing tailored services to each group
 - A new model for distributing food
- Why?
 - Helps evaluate your current distribution practices and optimize your current partner network
- What is your reasoning for implementing?
 - Every Food Bank is different—design a model that compliments your organization



Our Process

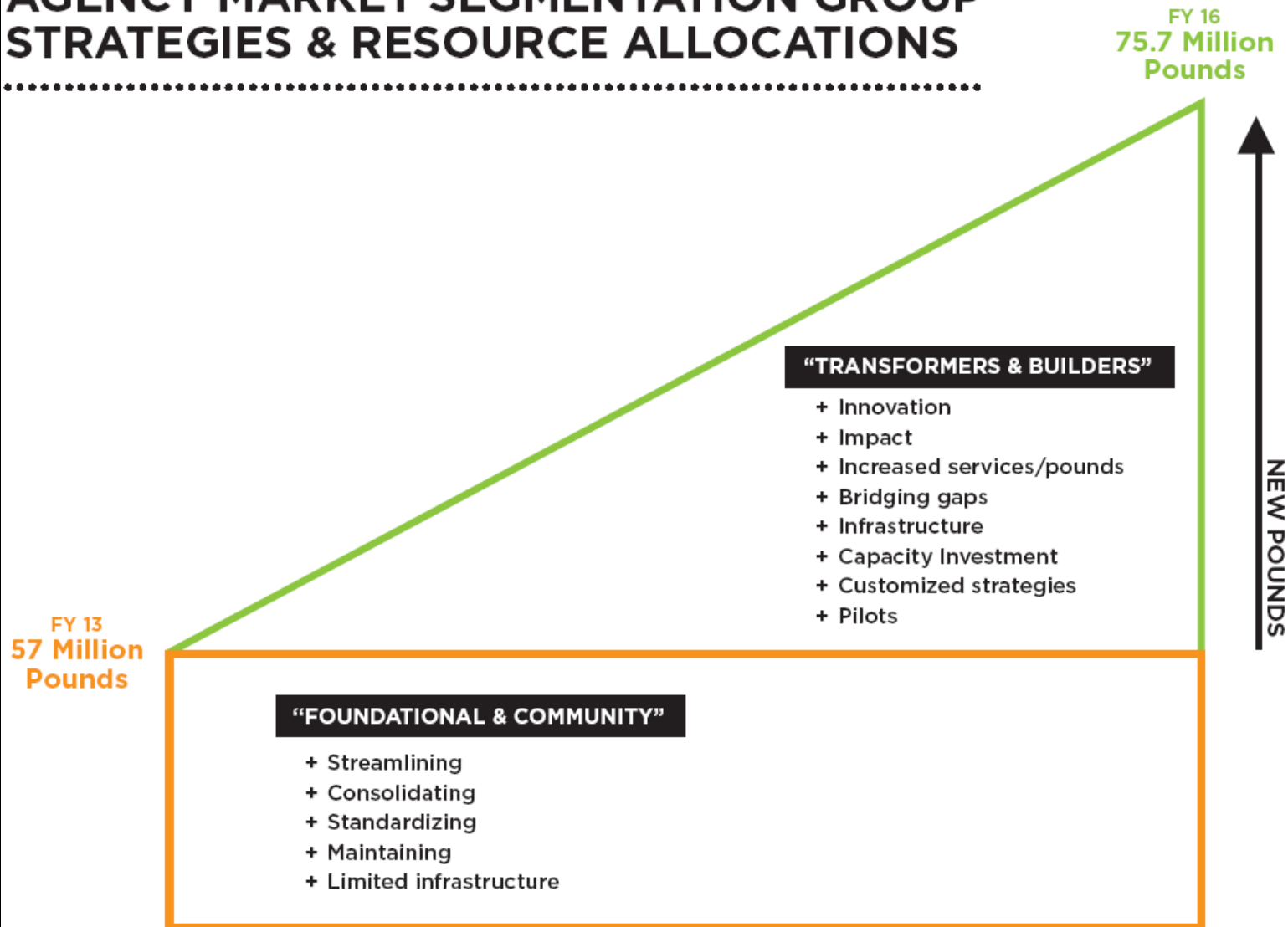
- Reasoning behind segmentation
 - Launch of our 3 year strategic plan
 - Efficiency
 - Technology
 - Leadership
 - Close the hunger gap
 - Increase pounds (32% increase from FY12/13)
 - Leverage our partners' strengths



Our Goal

AGENCY MARKET SEGMENTATION GROUP STRATEGIES & RESOURCE ALLOCATIONS

.....



What we wanted to accomplish

- Improve our efficiencies
- Assist capacity building amongst top-tier agencies
- Create metrics that allow us to measure the impact
- Increase the amount of healthy food into the community



What we did not want

- Provide less food to our lower tiered agencies
- Eliminate or reduce the number of agencies



Assessment Method

- Scoring based on:
 - Capacity
 - Frozen, refrigerated, dry
 - Services provided
 - Pounds distributed, high need area, multiple programs
 - Partnership efforts
 - CalFresh Outreach, Grocery Rescue involvement
 - Client access
 - Hours open to public
 - Agency self assessment
 - Agency Survey asking them to rate themselves
 - Bonus points
 - Geographical area, special services, impact



Assessment Method

Score Sheet tally included:

- 32% on capacity
- 30% on services
- 20% on partnerships
- 18% on client access
- Possible 1-20 bonus points

Equaling to 100%

AGENCY MARKET SEGMENTATION / SCORE SHEET

AGENCY NUMBER _____ / NAME _____
 AVERAGE INDIVIDUALS PER MONTH: _____ TOTAL POUNDS: _____ SERVICE AREA: _____

SERVICES	POSSIBLE POINTS	SCORE	NOTES
Significant Pounds Distributed	6		
Additional Sources of Food	2		
High priority service	5		
High need service area	5		
Multi-service Agency	4		
Supports nutrition education	3		
Distributes significant produce	5		
TOTAL	30		

PARTNERSHIPS	POSSIBLE POINTS	SCORE	NOTES
Accepts FC referrals	1		
CalFresh			
Outreach	1		
Pre-screening	3		
Application Clinics	5		
Adoption/Store Rescue Programs	4		
Sponsors SHFB direct service programs	2		
Attends SHFB conference/trainings	2		
Responsiveness to Food Bank	2		
TOTAL	20		

CLIENT ACCESS	POSSIBLE POINTS	SCORE	NOTES
Service frequency	10		
Evenings	3		
Weekends	5		
TOTAL	18		

CAPACITY	POSSIBLE POINTS	SCORE	NOTES
Fresh storage	4		
Frozen Storage	4		
Can expand physical space	7		
Can expand pounds	10		
Can expand individuals served	7		
TOTAL	32		
TOTAL POSSIBLE POINTS	100		
Bonus points: special services, clients, geographic area, impact (1-20)			
POINTS EARNED			



Categorization & Menu of Services

- **Transformers**

- Their missions are aligned with SHFB.
- They have large capacity to expand and are ready and able to make major changes and increase services.

- **Builders**

- Ready and willing to increase services. They need additional support to make it happen and might see themselves as eventually Transformers.



Categorization & Menu of Services

- **Foundational**

- These are the “rocks.” They provide important, basic services in the overall safety net, but are unable to increase services easily.

- **Community**

- They offer important resources; however, they have limited ability to increase food services.
- They partner with SHFB to strengthen the other services they provide.



MENU OF SERVICES BY AGENCY MARKET SEGMENTATION

Service	Transformers	Builders	Foundational	Community
FOOD	<ul style="list-style-type: none"> • Full complement of available products • Additional volume • Additional protein and dairy 	<ul style="list-style-type: none"> • Full complement of available products • Increased volume as they grow • Additional protein and dairy 	<ul style="list-style-type: none"> • Basic purchased items • Produce • Donated • Poundage minimum for delivery 	<ul style="list-style-type: none"> • Limited purchased items • Produce • Limited donated items • Poundage minimums for online orders
SERVICES	<ul style="list-style-type: none"> • Weekly delivery • On-site CalFresh • On-site nutrition education • Online ordering as needed to address client needs • In-depth consultation 	<ul style="list-style-type: none"> • Bi-monthly delivery • On-site CalFresh • On-site nutrition education • Weekly or twice weekly online ordering • In-depth consultation 	<ul style="list-style-type: none"> • Monthly delivery • CalFresh Outreach • Nutrition materials • Standard monitor • Weekly online ordering 	<ul style="list-style-type: none"> • No delivery • CalFresh outreach • Nutrition materials • Basic monitor • Monthly online ordering • Weekly shopping
SUPPORT	<ul style="list-style-type: none"> • Customized planning • Significant capacity investment • Infrastructure upgrades <ul style="list-style-type: none"> ○ walk-ins, ○ storage sheds • Organizational effectiveness 	<ul style="list-style-type: none"> • Needed capacity equipment • Infrastructure upgrades • Organizational effectiveness 	<ul style="list-style-type: none"> • Limited infrastructure <ul style="list-style-type: none"> ○ Basic food handling equipment 	<ul style="list-style-type: none"> • Limited infrastructure <ul style="list-style-type: none"> ○ Basic food handling equipment



Roll Out Process

- Communication
 - Sneak peak at Partnership Conference
 - Invite to Town Hall Meeting
 - Letters were sent with assigned category
 - Individual conversations
 - Comprehensive plans



Agency Reactions

- Mostly positive 😊
- Concerned about monthly pick up and storage
 - Perishables
 - Weekly shopping is allowed
- Understood our vision
- Willing to help



Implementation Roll Out

- Menu of Service Changes
 - Community Agencies (most impacted)
 - Monthly Orders, must be picked up
 - Foundational Agencies
 - Weekly Order
 - Monthly Delivery
- Infrastructure Investments
 - Builders and Transformers
- Increased food allocations
 - Purchased more protein and dairy



Positive Impacts

- Reduced small orders for warehouse to pull
- Reduced small deliveries
- Reduced frequency of small pick up in the warehouse
- Reduced number of programs



Implementation Benefits

- We don't charge for food
 - Builders & Transformers don't spend money on additional foods
- Resources available for infrastructure
 - Fundraising provided us money to spend on infrastructure support
- Strong support of Leadership team
 - The organization supports the segmentation



Aha moments

- Exceptions
 - Some agencies didn't fit the category based off the score card
 - Use best judgement on categorizing
- Programs within the agency with different segmentations
 - Example: Agency with pantry and children's program
 - Lead to new category: multi service



In process and still to do

- Infrastructure
 - Continue to provide grants to Transformers and Builders
- Evaluation
 - People served, food distributed, continued services



THANK YOU!

Any
Questions?

