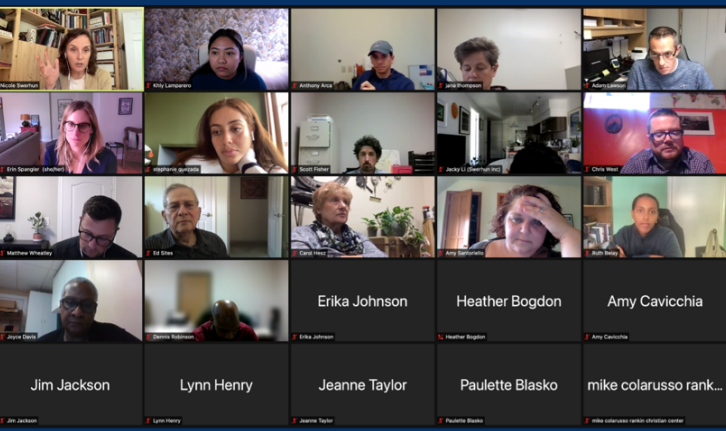


ATTACHMENT B: SEI Part 2 Meeting Summaries



Greater Pittsburgh Community Food Bank
Stakeholder Engagement Initiative (SEI) – Part 2
PDOs, Members and Partners Session
Meeting Summary
Tuesday, November 2nd, 2021, 1:00 to 3:00 pm

The purpose of the meeting was to provide an update on feedback received in Part 1 of the SEI, and to share and seek feedback on the ten emerging ideas the Food Bank is testing during Part 2 to determine how the Food Bank can be even more effective in its work. Discussion focused on participants' insights on the 10 emerging ideas being tested (see *attachment B* for the 10 ideas). The questions to participants included:

1. **Which 2 or 3 of these 10 ideas do you think best help the Food Bank be even more effective in its work?**
2. **Are there other ideas not included in these 10 that you would like to see the Food Bank explore? If so, what are they?**
3. **Do you have any other advice?**

KEY TAKEAWAYS

- Participants generally like the proposed ideas and would like these to be implemented quickly.
- During the plenary and small group discussions, discussion focused primarily on the first two buckets of ideas; *How to provide more choice* and *how to best collaborate with the network and communities*, though Idea 8 in the last bucket was talked about fairly often as well.
- While discussing the effectiveness of the ideas, there was recurrence of the following themes: communication, connection to other services and collaboration.

Continue reading for a detailed summary of the feedback received.

NEXT STEPS

Chris West thanked participants for sharing their ideas, suggestions, and feedback and invited them back to Part 3 of the Stakeholder Engagement Initiative in early 2022. Partners were also reminded to continue sharing the online

On Tuesday, November 2, 2021, representatives from a diverse range of partner organizations participated in part 2 of Greater Pittsburgh Community Food Bank's Stakeholder Engagement Initiative (SEI). Participants represented 34 organizations (see attachment C for a list of participating organizations). The meeting was held online using Zoom video conferencing software.

The meeting included a presentation from Chris West and Erin Spangler, facilitated small group discussions, and a plenary discussion between all participants.

The meeting was facilitated by Swerhun Inc., who also wrote this summary. As facilitators that are not advocating for any particular outcome of this project, the intent is to capture the perspectives shared during the discussion, not to assess the merit or accuracy of any of these perspectives. This summary does not indicate an endorsement of any of these perspectives on the part of Greater Pittsburgh Community Food Bank.

The summary was subject to participant review prior to being finalized. If you have questions about what's here, please don't hesitate to get in touch with the SEI Project Team through Erin Spangler, Engagement Initiative Project Manager, 412-460-3663 ext. 498 or espangler@pittsburghfoodbank.org (also available on [SEI webpage](#)).

OVERALL SUMMARY OF THE DISCUSSION

Feedback shared during the small group discussions and the plenary discussion is summarized below, organized by the questions asked. Detailed summaries of each of the small group discussions is included as *Attachment A*.

Which 2-3 of these ideas do you think best help the Food Bank be even more effective?

Related to providing more choice

- **Idea 3 and 4** are important for helping people access food. Some pantries and the Food Bank itself operate during hours that are not convenient to the end users. By staying open later or connecting people to other service providers that are open later, it would be easier for people to access food when it's convenient for them. This helps in achieving this bucket by providing more choice of when to access food.
- Mixed opinions on the effectiveness of **Ideas 1 and 2**. Some participants said pre-packaged food is not a good way to go and is not forward thinking when talking about access to food. Being able to choose food is good for users as it creates independence and can help eliminate food waste. Others said pre-packed food boxes can help meet nutritional, cultural and dietary needs, such as separating Halal food for those who need it. Food boxes are good for pantries that do not have the space for shop-thru services and for those using the services who are living in motels, cars or are experiencing homelessness. Participants said it is important to understand that there are different needs for different communities and networks, and there is no one size fits all as providing choice requires flexibility to meet the needs of local communities.

Related to how to best collaborate with the network and communities

- Collaboration and strengthening the capacity of the networks is important for building partnerships and innovation (**Idea 5 and 6**). Doing this is important because it can help provide co-locating services (i.e., daycares, schools, and health providers). It is important to strengthen the networks because they know the needs of their communities best. Focusing on **Idea 6** can help achieve the rest of the proposed ideas.

Related to how best to work towards eliminating hunger

- Communication and information sharing is something the Food Bank should improve on to help achieve **Idea 8 and Ideas 5 and 6**. Helping strengthen communication between different organizations can help the network understand what services and resources are available to know where to focus efforts and not duplicate services. The Food Bank can be a convener of networks to share information (Idea 7) and help neighbors in need know what services are available to them. There was also a suggestion to create an internal contact center/database for network members to refer clients to other organizations or resources. One participant said that these type of small group discussions with the Food Bank are helpful for information to be mutually shared.

Are there other ideas that you would like to see the Food Bank explore? If so, what are they?

- **Interest in health and malnutrition is a message that does not resonate with the Food Bank's brand.** Include information and education on healthy and nutritional choices. Without educational resources and connections to health care providers, it can be overwhelming to understand how to utilize food in a way that makes sense to individual needs. Access to food should include recipes and access to nutrition facts and resources, which can also aid in reducing food waste. Additionally, the Food Bank can partner with agencies to hold nutritional workshops to provide more education on food choices.
- **The Food Bank can support partners with more delivery options and reducing transportation barriers.** Many people using services have transportation barriers and are now requesting home deliveries, meaning partners are overwhelmed with transportation/delivery requests.

Do you have any other advice?

- **Technology can be a barrier for many people including partners.** Some people are unable to access surveys or the ordering systems. One participant suggested to include a better description of the food that is being ordered, with expiration dates, on the ordering system - the current system can sometimes be confusing.
- **Include recipe cards in pre-packed boxes.** Some people that receive services are unsure how to use certain produce or canned good items which results in a waste of items.
- **Advocacy should be a two-way street.** It is important for the Food Bank to expand its advocacy efforts, but it's also important for partners, pantries, and the network to advocate to the community on behalf of the Food Bank to let them know the work the Food Bank does. The idea is to bring all information, resources, and knowledge together because right now organizations are all working in the same space but are not meshing well together.
- **Communication with the Food Bank is a significant and consistent problem.**

ATTACHMENT A - PDOs (Partner Distribution Organizations), MEMBERS, PARTNERS SESSION BREAKOUT ROOMS

Overview of groups

Group 1 included 4 organizations from Allegheny County, 1 from Butler County, and 1 from Lawrence County. Four represented pantries and soup kitchens, and the other two organizations focused primarily on community services and health.

Group 2 included 6 participants representing 5 organizations. Participants represented organizations that provide food directly through kitchens/pantries, non-profit organizations that provide a variety of community and social services, and organizations that focus on community development.

Group 3 included 4 participants representing pantries and health care professionals from a local diabetes organization.

Group 4 included 5 participants from pantries, non-profit organizations (including religious organizations) and other programs. Participants came from Duquesne, Indiana County, and other locations in the Greater Pittsburgh area.

Group 5 included 6 participants representing 6 different organizations. Participants represented organizations that provide food directly through pantries, and/or non-profit organizations (including religious organizations) that provide a variety of community and social services.

Which 2-3 of these ideas do you think best help the Food Bank be even more effective?

Group 1

Discussion in this group focused on the ideas related to the Food Bank increasing the capacity of the network, including:

- ***Related to providing more choice***
 - Idea 2 (Food Bank supports pantries in offering more choice in food type) by helping pantries that need fridges and freezers is a good one. It has already made a significant difference to at least one organization involved in this small group, whose large new freezer and fridge (obtained with Food Bank support) has put them in a position to offer dairy and meats.
 - Idea 3 (Food Bank provides more support to pantries to be open more often) would also be helpful. For example, right now at least one pantry in the group is only open 9 hours a week, which is not enough. Of the ways that the Food Bank could help, financial support for more staff and/or fundraising help would be useful (help is not needed to identify more volunteers).
- ***Related to how to best collaborate with the network and communities***
 - Idea 5 (Food Bank builds capacity of the network) would be a good one, if it includes the Food Bank strengthening communications and relationships with pantries and partners (Idea 6).
 - Idea 6 (Food Bank deepens its relationships with the network and communities) could also be an idea that supports strengthened communication between the Food Bank and the network, and between members of the network themselves, which would be helpful.

Group 2

Discussion in this group focused on the ideas related to providing more choice, building connections and capacity of the network, and strengthening connections to other services, including:

- ***Related to providing more choice***
 - Idea 1 (Food Bank creates different types of pre-packed boxes and/or backpack kits) would be helpful. Boxes make it easier for people to access / pick-up food and helps to reduce / limit stigma. Really like the idea of having different pre-packed boxes for different dietary and cultural needs.
 - Idea 2 (Food Bank supports pantries in offering more food choice) through education. Limited food choice is not just a problem of a lack of variety of food but can also be due to a limited understanding of different ways to prepare food. It would be great if the Food Bank could provide different recipes and support food demonstrations that teach people different ways to prepare food that is distributed.
 - Idea 3 (Food Bank provides more support to pantries to be open more often) with refrigerated food storage lockers. Really like this idea because it can make it easier / more convenient for people to access food. They can pick up food when it works for them, and it doesn't require a staff person to be on-site.
- ***Related to how to best collaborate with the network and communities***
 - Idea 5 (Food Bank builds capacity of the network). By understanding the different needs and capacities of the different network organizations, the Food Bank can better help its network serve people in their communities. For example, some pantries have limited space which impacts when / how food can be received and distributed.
 - Idea 6 (Food Bank deepens its relationships with the network and communities) by helping to strengthen connections between the different network organizations. These connections can help organizations in a particular area better understand what services are already in place and what services are needed. This will help organizations know where to focus their efforts so certain services are not duplicated or overlooked.
- ***Related to how best to work towards eliminating hunger***
 - Idea 8 (Food Bank strengthens connections to other services) by providing partner organizations with information and literature about the different services available. It is important that this information is accessible (i.e., simple language and provided in different languages, where needed). The Food Bank could also provide training about the different services available so that partner organizations can share information with the people they serve.

Group 3

Discussion in this group focused on the ideas related to the Food Bank increasing access, choice, and educational resources:

- ***Related to providing more choice***
 - Idea 1 (Food Bank creates different types of pre-packed boxes and/or backpack kits) is a great idea that allows for variety in the selection process. There can be waste when serving a large

population with no diversity in choice. This approach does not account for differences in preferences, communities, and nationalities with their own specific needs. Choice is also a more dignified process. A representative from a pantry shared that they receive food donations from the community and sometimes receive items distributed from pre-packaged boxes from Greater Pittsburgh Community Food Bank - thus showing that some of that food in the pre-packaged boxes was not wanted. A representative from a pantry also shared that there is another population who require pre-packaged boxes: individuals/families living in motels, in their cars, or experiencing homelessness. These boxes require no cooking or kitchenware, and include disposable utensils. Across the board, the needs differ from place to place and there is no one size fits all approach. Providing choice requires flexibility to meet the needs of local communities, service delivery partners and pantries.

- Idea 1 (Food Bank creates different types of pre-packed boxes and/or backpack kits) can be a place for offering boxes for special needs like allergies and dietary restrictions. Education also plays an important role in community members understanding how to cook and prep items in the box. Without educational resources and connection to health care providers, it can be overwhelming to understand how to utilize items in ways that make sense to individual needs, especially for populations with diabetes. There should be recipes and access to dietitians/nutritionists accompanying pre-packaged boxes.
- Idea 2 (Food Bank supports pantries in offering more food choice) depends on the space and capacity of pantries. It may not be a feasible option for all pantries to have a shop-thru model when they are sharing space with other organizations and don't have shelves, space for food lockers or refrigerators. There are limitations to sharing spaces set by different organizations and most pantries need a large space for relatively low rent or free space. The Food Bank can also play a role in helping pantries secure better locations that are more centrally located to their communities, and supporting pantries in increasing service hours, especially for pantries that are only open once a month.
- ***Related to how to best collaborate with networks and communities and how best to work towards eliminating hunger***
 - Ideas 5,6 and 7 (Food Bank builds capacity of the network, deepens its relationships with the network and communities and has a more active role in the community) resonated with the experiences of participants with the Food Bank. The collaboration bucket is important for building partnerships and keeping the door open for innovation. One pantry representative spoke to the ease and connection they had with the Food Bank when it came to partnering and connecting other actors to the Food Bank.
 - Idea 6 and 8 (Food Bank deepens its relationships with the network and communities and Food Bank strengthens connections to other services) are both interconnected in their approach to build deeper connections with community members and to reduce barriers of stigma by co-locating with health care providers, schools, and daycares to provide services.
 - Idea 10 (Food Bank expands its advocacy efforts) is an important mechanism for the Food Bank to help support a more dignified experience. The Food Bank advocating for more client choice is also important for reducing waste. Additionally, the pandemic has shown that food

advocates can make a dent in alleviating poverty and providing more dignified options through increases in SNAP and other government supports.

Group 4

Discussion in this group focused on the ideas related to providing more choice and access, building the connections and capacity of the network, and strengthening connections to other services, including:

- ***Related to providing more choice***

- Idea 1 (Food Bank creates different types of pre-packed boxes and/or backpack kits) is not only about offering more food choices but about ensuring what is in the pre-packed boxes are cohesive with one another. Food in boxes should be able to blend and be used together. Recipe cards can help users mix and cook the food together because pantries can provide all the food but if users are unsure how to use it then it becomes wasteful.
- Idea 2 (Food Bank supports pantries in offering more food choice) is important because it provides users with independence that they might not have when receiving pre-packed food boxes. It can also help eliminate food waste as people can decide which products they want to keep and use instead of throwing away cans of unopened food.
- Idea 3 (Food Bank provides more support for pantries to be open more often) is good in helping pantries provide more choice and access for users, but one consideration to keep in mind is the available space to work in. Pre-pandemic the available space was already overcrowded, now with limited space and COVID-19 restrictions, it is an issue to let people come into a tight space and choose their food. This idea is also important when considering hours available for people to access food pantries. There are a lot of pantries open at the same time, during business hours, but many people need to reach these pantries after-hours, when they're not at work. There can be better access to food by opening pantries later or connecting with other pantries to share information on hours they are open to the public.
- Idea 4 (Food Bank increases its direct service delivery across its service area) should be worked on to increase service deliveries to the counties. Two deliveries a week is not enough for the increased demand- more frequent delivery service is needed. One pantry in this group mentioned that there have been times that they have had to drive to the Food Bank's warehouse to pick up orders because there wasn't enough room on their truck to bring in orders during their delivery. This is especially true when a county has multiple food pantries that use the Food Bank's delivery system and the truck becomes full. Increased service delivery can help correct this.

- ***Related to how best to work towards eliminating hunger***

- Idea 8 (Food Bank strengthens connections to other services) is important to include so organizations can provide resources, information, and knowledge to those that use Food Bank services and to other pantries. To eliminate hunger, it is important people in the community know what resources are available to them. There are so many resources and pantries available in the community, but no knowledge/information about how to access them is available. This gives the Food Bank the chance to become a convener of networks to share information (Idea 7). There was a suggestion to create an internal contact center for

partners, pantries, and organizations to use to connect people to other resources. Another suggestion to include in Idea 8 was to create information corners at pantries so information and knowledge on other services can be shared with people that come to the pantry. This could be a form of case management without overextending the Food Bank's capabilities.

Group 5

Generally, participants said the ten ideas are good. The discussion in this group focused on Idea 1 (Food Bank creates different types of pre-packed boxes and/or backpack kits); and the ideas related to building the capacity and strengthening relationships with the Food Bank's network, such as Ideas 5 through 8.

- ***Related to providing more choice***

- Idea 1 (Food Bank creates different types of pre-packed boxes and/or backpack kits) - all participants generally said this would be a good idea. This idea makes it easier for partners to distribute food because it wouldn't require them to rent a truck and use staff to go pick up food and then bring it back to distribute locally.
- Additionally, participants suggested that pre-packed boxes/backpack kits should accommodate different dietary needs such as Halal, vegetarian, low sodium, healthy frozen prepared meals, etc. The prepared meals are especially helpful for those living alone and only have access to a microwave.
- It would be great to also include utensils, recipes, and other tips on proper portions, preparation, and storage of the food. Some suggested that if the Food Bank was able to provide their partners with a heads up on what is coming in pre-packed boxes, the organizations may be able to organize some of these resources for their clients. These resources are especially helpful for those who don't know what to do with the food they receive.
- Items that are less desirable in pre-packed boxes include small containers of peanut butter and too many beans, although beans are well received in Hispanic communities.

- ***Related to how to best collaborate with the network and communities***

- Participants generally shared support for ideas related to strengthening the capacity of and relationship with the network and referred to Ideas 5, 6, and 7.
- Idea 6 (Food Bank deepens its relationships with the network and communities) is important because the partners know and understand the local community they serve - and each community is different. The Food Bank can help its network remove stigma, which is still a barrier to people accessing the services. There was also a suggestion to have less surveys because partners and those accessing services are tired of filling out surveys.
- One participant said that by the Food Bank focusing its efforts on Idea 6, they could then achieve the other 9 ideas.
- These small group discussions with the Food Bank are helpful for partners to get new information and provide feedback to the Food Bank, which can help achieve Idea 7 (Food Bank has a more active role in the community).

- ***Related to how best to work towards eliminating hunger***

- Suggestion to include other programs in the Food Bank's services for Idea 8 (Food Bank strengthens connections to other services). For example, the Food Bank could hire people with developmental disabilities to help with distribution – some partners have a program that helps people with developmental disabilities find jobs, and could help the Food Bank make the hires .
- It would be good to have a list of other service providers in partner areas so that partners can better refer clients to the right organizations. This list or database could help achieve Ideas 5 (Food Bank build capacity of the network) and Idea 8 (Food Bank strengthens connections to other services).

Are there other ideas that you would like to see the Food Bank explore? If so, what are they?

Group 1

- At least two participants felt strongly that it's critical that the Food Bank re-frame it's work so that it's much more focused on malnutrition rather than hunger. Their experience is that lack of nutritional quality is much more of a problem than the absence of food. Especially for seniors, who don't eat much, we need to make sure they get more protein packs and foods that support digestion and other needs.

Group 3

- Pantry representatives emphasized the impacts of local geography on transportation barriers and accessibility to pantries. One pantry representative from Duquesne shared the challenges community members have accessing pantries and how their pantry has pivoted to allow for delivery options and mobile trucks to help meet the needs of the local community. Another pantry representative also emphasized that half of their recipients are receiving home delivery. Both pantries have drastically increased their delivery services. The Food Bank can continue to support pantries in supporting delivery options and reducing transportation barriers.

Group 4

- Pantries emphasized that the Food Bank should continue to partner with agencies in counties to help provide more nutritional workshops for people to better understand the contents of pre-packed food boxes.

Do you have any other advice?

Group 1

- One participant in the group had been experiencing significant and consistent problems getting in touch with someone at the Food Bank who could answer the questions from their pantry. The facilitator agreed to connect the participant with the Stakeholder Engagement Initiative team immediately after the meeting to see what could be done to address the issue.

Group 2

- Technology can be a barrier for people. Many people do not have access to it or may not understand how to use technology. The QR code for the survey was used as an example, with one

participant noting that they didn't know how to use it and that is unlikely that the people they serve would have used it to access the survey.

- We would love to see some of these ideas implemented as soon as possible, especially the refrigerated food lockers.

Group 3

- A representative from a pantry shared that the Food Bank's target for increasing produce from 30% to 50% over the next couple years should also consider the potential waste of produce items. They provided an example of a community member who had no idea what to do with butternut squash. This inspired the pantries to acquire crockpots and provide recipes from a small crockpot cookbook to help people use fresh produce. Another participant also reiterated the importance of having specific recipe cards for each distributed box that corresponds with the contents in the box. This will go a long way to showing clear options for how to use and prepare what produce and other items are included in the pre-packaged boxes.

Group 4

- It is important for the Food Bank to connect the networks/partners and let the community know of resources. However, it is also important for food pantries, partners, and organizations to connect people with the Food Bank, and advocate for the Food Bank as an organization. Advocacy and knowledge sharing is a two-way street that both the Food Bank and the network should do. The idea is to bring all information, resources, and knowledge together, because right now organizations are all working in the same space but are not meshing well together.

Group 5

- There should be better descriptions in the Food Bank's inventory system. There was a suggestion to include a better description of the food that is being ordered, and that the description could also include expiration dates. A participant referred to instances of not having enough details of ordered items and receiving food that was past its expiration date.

ATTACHMENT B - THE 10 EMERGING IDEAS

Based on the work completed and feedback received in Part 1 of the Stakeholder Engagement Initiative, the Food Bank is testing 10 ideas to help them be even more effective.

How to provide MORE CHOICE	How to best collaborate with THE NETWORK & COMMUNITIES	How best to work towards ELIMINATING HUNGER
IDEA 1: Food Type Food Bank creates different types of pre-packed boxes and/or backpack kits	IDEA 5: Food Bank builds capacity of the network	IDEA 8: Food Bank strengthens connections to other services
IDEA 2: Food Type Food Bank supports pantries in offering more food choice	IDEA 6: Food Bank deepens its relationships with the network and communities	IDEA 9: Food Bank shows leadership in its operations
IDEA 3: Food Access Food Bank provides more support to pantries to be open more often	IDEA 7: Food Bank has a more active role in the community	IDEA 10: Food Bank expands its advocacy efforts
IDEA 4: Food Access Food Bank increases its direct service delivery across its service area		

ATTACHMENT C – LIST OF PARTICIPATING ORGANIZATIONS

- Adagio Health
- Alle-Kiski Area HOPE Center
- Allegheny Health Network
- Allies for Health and Wellbeing
- Armstrong County Community Action Agency
- Catholic Community of Bloomfield Food Pantry
- Conemaugh Health System
- CONNECT Community Paramedic Program
- Coraopolis Community Development
- Duquesne Family Support Center
- EECM
- Fayette County Housing Authority
- Fresh Fire Church
- Homewood Children's Village
- Indiana County Community Action Program, Inc.
- Jean B. Purvis Community Health Center
- Jubilee Soup Kitchen
- Lawrence County Social Services
- MA's Pantry
- Northside Common Ministries
- Pittsburgh Community Services Incorporated
- Rankin Christian Center
- Salvation Army North Boroughs
- Urban League of Greater Pittsburgh
- WPA Center for Just Solutions/ LPCC Food Pantry
- YMCA Pittsburgh
- Zion Lutheran Church

On Wednesday, November 3, 2021, nine individuals participated in a meeting of community members as part of Part 2 of Greater Pittsburgh Community Food Bank's Stakeholder Engagement Initiative (SEI). Participants were residents from different areas in southwestern Pennsylvania who have either used the Food Bank's services or could benefit from Food Bank's services. Some participants participated in Part 1 of the SEI process. The meeting was held online using Zoom video conferencing software.

The meeting included a presentation from Chris West and Erin Spangler of the Food Bank and facilitated discussion.

The meeting was facilitated by Swerhun Inc., who also wrote this summary. As facilitators who are not advocating for any particular outcome of this project, the intent is to capture the perspectives shared during the discussion, not to assess the merit or accuracy of any of these perspectives. This summary does not indicate an endorsement of any of these perspectives on the part of Greater Pittsburgh Community Food Bank.

The summary was subject to participant review prior to being finalized. If you have questions about what's here, please don't hesitate to get in touch with the SEI Project Team through Erin Spangler, Engagement Initiative Project Manager, 412-460-3663 ext. 498 or espangler@pittsburghfoodbank.org (also available on [SEI webpage](#)).

Greater Pittsburgh Community Food Bank
Stakeholder Engagement Initiative Part 2

Community Members Session

Meeting Summary

Wednesday, November 3, 2021

7:00 - 8:30 pm

The purpose of the meeting was to provide an update on feedback received in Part 1 of the SEI, and to share and seek feedback on the ten emerging ideas (see Attachment 1) the Food Bank is testing during Part 2 on how the Food Bank can be even more effective in its work. Discussion focused on participants' insights on the 10 emerging ideas being tested (attached). The questions to participants included:

- 1. Which 2 or 3 of these ideas do you think best help the Food Bank be even more effective in its work? Why?**
- 2. Are there other ideas not included in these 10 that you would like to see the Food Bank explore? If so, what are they?**
- 3. Do you have any other advice?**

KEY TAKEAWAYS

- The discussion mainly focused on the ideas related to the Food Bank providing more choice in food type and food access.
- Participants also identified their interest and support in seeing the Food Bank deepen its relationship with communities, expand its advocacy efforts, and connect people to job opportunities.
- No one at the meeting disagreed with any of the 10 ideas, but a participant said that it is important to make sure the delivery of the Food Bank service to the community goes smoothly.

Continue reading for a detailed summary of feedback received.

Next Steps

Chris thanked participants for their time and for sharing insightful ideas. He also encouraged them to either answer or share the online survey with others. He said that the Food Bank will be in touch again in early 2022 to discuss Part 3 of the SEI process. Erin informed participants that they could reach out to her if they have any questions or need help accessing Food Bank information.

Feedback shared at the meeting is summarized below, organized in three categories – feedback on the ten ideas, other ideas to consider, and other advice.

Feedback on the ten ideas

Related to providing more choice

Support for providing more choice and variety in food types, but mixed preferences between Idea 1 and Idea 2. Some participants said they liked Idea 1's providing different types of pre-packed boxes as it would be a more efficient way of getting their preferred type of foods. This method was especially helpful during the pandemic where people could sign up for a timeslot to pick up food in pre-packed boxes. Others preferred Idea 2's supporting pantries in offering a variety of food choices because people of different ages have different nutritional needs - which pre-packed boxes might not address. One participant said both options should be offered as some may prefer getting pre-packed boxes, while others may prefer being able to pick the food they need at pantries.

Many supported Idea 4's increasing the Food Bank's direct service delivery, particularly offering more home delivery and refrigerated lockers, but a participant preferred Idea 3's providing more support to pantries to be open more often due to the potential of faster implementation. Offering more home delivery works well for families with newborns and children, those busy working, those working late and can't go to stores or to pantries during the hours they are open, and those that have difficulty accessing transportation. The refrigerated lockers are also more convenient for parents with young children. Idea 3 was preferred by a participant because it could improve access to better food and more people, and it will be supporting something that already exists which could take less time to implement, instead of bringing something new to the community which could take more time.

Related to collaborating with the network and communities

Desire to see the Food Bank work together more with communities. Participants liked Idea 6's deepening the Food Bank's relationships with communities and Idea 7's having the Food Bank play a more active role in the community. They said that the Food Bank needs to talk more to the community to build connections and have better communication of information and services. They liked the idea of creating Community Councils, hosting seminars, and community sessions (like this evening), so the Food Bank can hear directly from the community and have an opportunity for the community to share their local expertise with the Food Bank, including identifying who needs food, what services are working well and what needs to be improved.

Related to eliminating hunger

Support for Idea 10's expanding the Food Bank's advocacy efforts, particularly for helping increase employment opportunities. Idea 10 could help community members get jobs and improve other areas of their lives. Expanding advocacy efforts could also help improve donations, get more volunteers to help pantries, and make it easier for those who are less fortunate (e.g. kids without parents, those who lost their jobs) to access Food Bank support.

Other ideas to consider

Improve access to pantries by providing transportation options, especially in rural communities.

Transportation could be provided in the morning or during school times so parents can go to pantries when kids are in school. Also consider providing bus tickets.

Simplify access to information. Consider creating a mobile system where people could text their ZIP code to a number and receive information about the location of resources available in their area, including location of pantries and locations where SNAP benefits could be redeemed. The participant who suggested this idea noted that they have shared this idea when they participated in Part 1 of the SEI process. Also consider building an online assistance network as another way to reach people. It could also be a much cheaper option than in-person support.

Remove barriers and be flexible on who's able to access Food Bank services. Everyone who needs food should have access to Food Bank services. People struggling to access food are not limited to low-income families but could also be experienced by middle-income families. The Food Bank should consider advocating at the state and federal level for adjusting the income threshold for who's allowed to access Food Bank services.

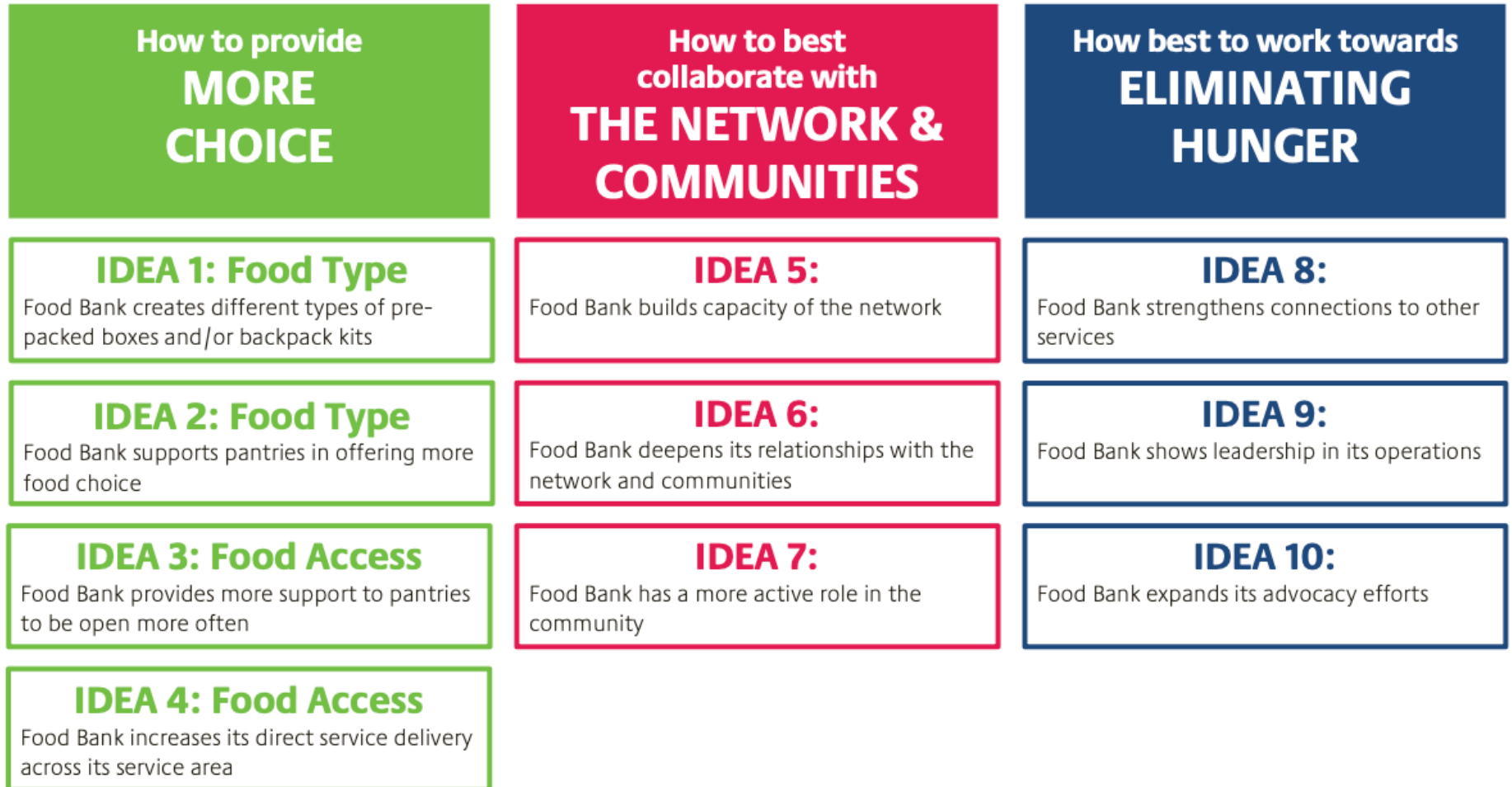
Other advice

Providing good quality food should be a priority. Providing more food variety is good but ensuring that any food provided is of good quality and not old or expired is even more important.

List outside the food boxes the kinds of food included inside the box. Sticking a list outside the box would help make it easier for people to know what's inside and be able to identify any dietary restrictions.

Attachment 1. The 10 Emerging Ideas

Based on the work completed and feedback received in Part 1 of the Stakeholder Engagement Initiative, the Food Bank is testing 10 ideas to help them be even more effective in their work. The 10 ideas are shown below organized under three categories.





On Tuesday, November 9, 2021, representatives from a diverse mix of regional leaders and life stabilization organizations participated in Part 2 of the Greater Pittsburgh Community Food Bank's Stakeholder Engagement Initiative (SEI). Participants represented 38 organizations. The meeting was held online using Zoom video conferencing software. The meeting included welcoming remarks from Food Bank CEO Lisa Scales, a presentation from Chris West (Director of Community Connections), facilitated small group discussions, and a plenary discussion between all participants.

The meeting was facilitated by Swerhun Inc., who also wrote this summary. As facilitators that are not advocating for any particular outcome of this project, the intent is to capture the perspectives shared during the discussion, not to assess the merit or accuracy of any of these perspectives. This summary does not indicate an endorsement of any of these perspectives on the part of Greater Pittsburgh Community Food Bank.

The summary was subject to participant review prior to being finalized. If you have questions about what's here, please don't hesitate to get in touch with the SEI Project Team through Erin Spangler, Engagement Initiative Project Manager, 412-460-3663 ext. 498 or espangler@pittsburghfoodbank.org (also available on [SEI webpage](#)).

Greater Pittsburgh Community Food Bank Stakeholder Engagement Initiative (SEI) – Part 2 **REGION-WIDE LEADERS & LIFE STABILIZATION ORGANIZATIONS SESSION**

Meeting Summary – FOR PARTICIPANT REVIEW

Tuesday, November 9, 2021, 1:00 to 2:30 pm

Overview & Purpose

The purpose of the meeting was to provide an update on feedback received in Part 1 of the SEI and to share and seek feedback on the ten emerging ideas the Food Bank is testing during Part 2 on how the Food Bank can be even more effective in its work.

Discussion at the meeting focused on participants' feedback on the 10 emerging ideas being tested (see Attachment B for the 10 ideas). The questions asked included:

1. **Which 2 or 3 of these 10 ideas do you think best help the Food Bank be even more effective in its work? Why?**
2. **Are there other ideas not included in these 10 that you would like to see the Food Bank explore? If so, what are they?**
3. **Do you have any other advice?**

Key Takeaways

- Participants generally agreed that providing more choice is important and is a priority for those that use Food Bank services.
- Much of the feedback focused on ideas related to how to deliver more choice and work to eliminate hunger by increasing the capacity of the Food Bank network and deepening connections with local communities. (I think we can also explicitly say there was rich discussion and strong support for all 3 buckets.)
- No one at the meeting disagreed with any of the 10 ideas, however, some suggested reorganizing and combining similar ideas to reduce redundancy (I think we should also mention here that there was a lot of talk about collaboration regarding the opportunities that exist both Inside and outside the network and In making sure efforts aren't duplicated).

Continue reading for a detailed summary of the answers to the questions asked at the meeting.

Overall Summary of the Discussion

Feedback shared during the small group discussions and the plenary discussion is summarized below, organized by the three questions asked. Detailed summaries of each of the small group discussions are included as Attachment A.

1. Which 2 or 3 of the 10 ideas do you think best help the Food Bank be even more effective in its work? Why?

Related to providing more choice

- **Support for providing more choice.** Participants generally agreed that providing more choice is important and is a priority for those that use Food Bank services. It's important to consider how more choice can help reduce barriers to food access and increase equity. There was support for the Food Bank providing packed boxes with different types of food (**Idea 1 and Idea 2**) - especially culturally and age-appropriate options; supporting pantries to be open more often (**Idea 3**); and increasing direct service delivery (**Idea 4**) - especially to people and areas that aren't currently served and/or have limited / no access to transportation.

Related to collaborating with the network and communities

- **Support for Idea 5: Food Bank builds capacity of the network.** The network includes many organizations that have expertise in delivering a wide range of services that cover many different critical needs that people may have. The Food Bank should focus its efforts on supporting these organizations, not taking over these services. The Food Bank can support the network by coordinating referrals and sharing clear / accessible information (e.g., pamphlets) with those that use Food Bank services about available services addressing different critical needs. The Food Bank should also continue to connect with and listen to the network to understand how best they can help.
- **Support for Idea 6: Food Bank deepens its relationships with the network and communities** by directing resources / support to the areas and people most in need. Lack of access and equity is still an important issue. Not all areas and people are served equally, and high population density does not automatically equal more need. The Food Bank should explore and expand partnerships with organizations that are working to reduce inequities to food access and other needs.
- Avoid duplicating services and efforts. When thinking about collaboration and having an active role in the community (**Idea 7**) the Food Bank should focus efforts on strengthening connections to and between the network organizations. This can help the Food Bank and others avoid duplicating services and direct efforts to where they are most needed.

Related to eliminating hunger

- **Support for Idea 10: Food Bank** focuses its efforts on advocacy work and policy change. The Food Bank should lean more on the network to distribute food so they can focus more directly on advocacy work and policy change related to the Social Determinants of Health and eliminating

hunger, including reducing food access disparities. This advocacy work could be even more successful by working with a wider number and range of organizations.

- **Support for Idea 9: Food Bank shows leadership in its operations** by supporting local organizations, hiring locally to reflect local communities, and offering workforce development programs.

2. Are there other ideas not included in these 10 ideas that you would like to see the Food Bank explore? If so, what are they?

- **Addressing systemic social and economic power structures related to hunger in America.** How the public understands the hunger problem is a big challenge, and the Food Bank has the potential to have a very powerful role in framing the issue. America doesn't have the political will to solve the problem. There are systemic social and economic structures that lead to the need for the Food Bank. It's important to reflect on whether the Food Bank is too close to much of the corporate sector and the "main streaming" of hunger to forcefully push the advocacy required to change the system.
- **Education about food.** There could be a role for the Food Bank in leading (or supporting others to lead) efforts to inform people about different food choices, such as fresh vs. frozen, local vs. not local, and more. Go beyond providing food and share information (such as through videos) on how to prepare it, grow it, and work with food safely.
- **Working with youth.** While idea 9 speaks to workforce development opportunities, it could more specifically identify workforce opportunities for youth. There could also be a focus on education, such as programs to go into schools to talk about food, the Food Bank, and how these help families.

3. Do you have any other advice?

- **Embed dignified processes into the provision of services.** Consider the stigma people face when accessing services. Work internally and with the network to provide services in ways that help reduce this stigma.
- **Provide / support programs and information about components of a healthy lifestyle.** This can help support the entire person. The Food Bank should not be doing this alone as there are many organizations that have expertise in addressing the Social Determinants of Health.
- **Consider opportunities for and barriers to technology.** Technology (e.g. the Food Bank website and social media) can help people, especially younger people, connect with the Food Bank and other services they need. Technology can also be a barrier for people who have limited / no access and/or do not know how to use it. It is important that the Food Bank consider how they are using technology to ensure it is not a barrier to access.
- **Reflect on internal systems and improve communications.** The Food Bank should also be evaluating its internal systems to ensure they have the capacity to help strengthen the network. Communication within the Food Bank and with the network has been an issue in the past.

Attachment A. Breakout Rooms– Nov 9, 2021

Quick overview of the groups

Group 1 included 7 participants from 6 different organizations, with a representative from State Senator Jay Costa’s office, with two people focused on public health in Allegheny, one working in transit, one with non-profits in Pittsburgh, one in human services, and one with years of experience in advocacy related to food.

Group 2 included representatives from churches, hospitals and medical services, food policy organizations, and human and social services.

Group 3 included representatives from a range of life stabilization organizations and region-wide leaders including local services providers (for example health care, community programs, employment services), and representatives of transportation organizations.

Group 5 included representatives from financial organizations, health networks, food pantries and transportation organizations.

Group 4 included representatives from youth support organizations, the United Way, and others.

Group 6 included representatives from different non-profit human and health services organizations that provide a range of programming and services.

1. Which 2 or 3 of these 10 ideas do you think best help the Food Bank be even more effective? Why?

Group 1

Discussion in this group focused primarily on the ideas related to the increasing the capacity of the Food Bank network, including:

- Related to providing more choice
 - Choice in both food type and access was identified as a priority for those that use Food Bank services, noting that lack of access and equity is still an important issue. Some people said that there are still areas with no transportation access at all, while another said that it’s very hard to find the root of the problems related to transportation.
- Related to how to best collaborate with the network and communities
 - Most of the discussion focused on collaboration, especially Ideas 5 (Food Bank builds capacity of the network) and 6 (Food Bank deepens its relationships with the network and communities). Participants had the following advice for the Food Bank to consider:
 - Focus on strengthening the neediest parts of the network relative to other parts. For example, some agencies are less sustainably funded, have higher needs than others, and/or have volunteers that are more overworked than others.

- Be careful about incorporating case management into the Food Bank’s responsibilities. It’s a resource and relationship-intensive responsibility, and others are already doing it. Consider, instead, making a more dedicated effort to support referrals. A couple of suggestions were made on how to do this: one was to create a dedicated Social Determinants of Health Coordinator who could connect Food Bank users to other services related to the social determinants of health; and the other was to create a Referral Specialist (this person would ask, for example, “do you have a case manager that you’re working with?”).
- When thinking about collaboration, it’s important that the Food Bank think about whether it is duplicating the efforts of others. Shifting gears may end up being more fraught than supporting the organizations with existing expertise to do the work.
- The Food Bank should also think about whether it has the expertise to develop the capacity of the network. There were challenges with at least one previous coalition where it seemed that the Food Bank’s need to control the coalition overrode the desire to present the work of the coalition (related to food security in southwestern Pennsylvania) – and there are some unresolved tensions between organizations as a result of this.
- Related to how to best work towards eliminating hunger
 - To eliminate hunger, the Food Bank should do more advocacy related to the Social Determinants of Health – since ending hunger requires policy, systems, and environmental changes. The advocacy work of the Food Bank could be even more successful if it worked in a broader, more coordinated way with a wider number and range of organizations.
 - Idea 8 (Food Bank strengthen connections to other services) was an idea that was identified as part of a “package” that included Ideas 5, 6, and 8.

Group 2

Participants discussed and provided feedback on all three categories of ideas proposed. Much of the discussion focused on how the Food Bank can support the network of organizations it works with, in part so that the Food Bank can focus more directly on eliminating hunger through policy change.

Feedback about the proposed ideas included:

- Related to eliminating hunger
 - Policy change. The Food Bank should lean more on its network to provide / distribute food so that the Food Bank can more directly focus on working on policy change and systems to eliminate hunger.
 - Address food access disparities. Regardless of the specific idea, there is a real need to focus on and address food access disparities. The Food Bank should be actively involved in initiatives / programs that are focused on addressing food access disparities. This could be done in part by taking a systems-based approach where the network focuses on providing/distributing food allowing the Food Bank to focus more on policy change. The

- Food Bank should explore partnerships with groups working to address food access disparities, e.g., partnering with Giant Eagle and their work on antiracism and social justice.
- Support for Idea 8 (Food Bank strengthens connections to other services) by providing / sharing more information about other services, including what services exist and how they can be accessed. This could include providing information at places where people access food and/or including information in food boxes / backpack kits. It is important to support the entire person by taking a life stabilization approach. The Food Bank can support life stabilization by working with its network organizations to help connect people with the variety of resources available and needed. Coordination is important to avoid duplication of resources and ensure services are provided in an efficient way; the Food Bank should assist with this coordination.
 - Idea 8 really belongs in the network and communities' category because it is about connecting with other services / service providers.
 - Idea 9 (Food Bank shows leadership in its operations) is a great idea. Not sure what the Food Bank is already doing about this but would support this moving forward.
- Related to collaborating with the network
 - Idea 6 (Food Bank deepens its relationships with the network and community). The Food Bank has always been great with organization and supporting the network. It is important that the Food Bank continue to listen to the organizations within the network so the Food Bank continues to understand how best to provide support so that organizations can do their work.
 - Connecting to growers. It would be great to see the Food Bank expand its partnerships with local growers to increase access to local, fresh, and healthy food.
 - Related to providing more choice
 - Providing more choice is important. We would love to be able to provide more choice and specific types of food for children as well as culturally appropriate choices for different groups (Idea 2).
 - More choice shouldn't be overwhelming. Focus on providing a variety of different types of food not a variety of the same food/produce (e.g., don't provide multiple types of tomato sauce).
 - Idea 3 (Food Bank provides more support to pantries to be open more often) is a great idea.
 - Idea 4 (Food Bank increase its direct service delivery across its service area). It would be great if direct delivery could be expanded to include groups that don't typically receive this service but would benefit from it (e.g., new mothers, people recently discharged from the hospital, etc.).

Group 3

Discussion in this group focused on the ideas related to the Food Bank providing more choice increasing the capacity of the network, and collaborating with partner organizations including:

- Related to providing more choice

- Idea 1 (Food Bank creates different types of pre-packed boxes and/or backpack kits) resonated with the need to connect equity to how food is distributed and recognizing the different needs of communities. A participant shared that in distributing pre-packaged boxes from the Food Bank, that they have also provided more choice through options that meet culturally relevant needs and dietary restrictions (for example populations who don't consume dairy). It is important to continue to develop partnerships with diverse communities to identify key products that are needed.
- Idea 2 (Food Bank supports pantries in offering more food choice) - offering more choice can reduce food waste and meet the needs of different communities. One participant shared that when delivering Food Bank pre-packaged boxes that recipients had explicitly identified unwanted items and shared preferences. Partners would like to meet the preferences and needs of recipients by providing more choice. Ordering in advance would be a great option for people to select preferred items. It is important to consider the capacity of organizations in offering more choice. Shop-thru options may not be feasible for everyone but having more diversity in food boxes to select from would assist with choice.
- Related to collaboration with the network and communities
 - Idea 7 (Food Bank has a more active role in the community) connects to how active the Food Bank continues to be in local communities but there is also space to be more active.
 - Idea 5 (Food Bank builds capacity of the network) highlights the importance of strengthening the capacity of partners, especially post-pandemic. Partners present at this meeting are representative of the diverse partnerships the Food Bank has and efforts that have been made to build capacity of the network. Look for ways to support partners in screening processes for food insecurity and connecting to local pantries.
 - Idea 8 (Food Bank strengthens connections to other services) speaks to the role partners like the Food Bank and other life stabilization organizations have in meeting the needs of local communities. One participant shared their own organization's efforts to provide services for people experiencing homelessness and persons with intellectual disabilities and how food insecurity is a major issue. Partners of the Food Bank can help meet needs other than providing food due to the Food Bank's network of organizations providing different life stabilization services.

Group 4

Discussion focused on providing more choice and collaborating with the network and communities including:

- Related to providing more choice
 - Idea 1 (Food Bank creates different types of pre-packaged boxes and/or backpack kits) is crucial, especially through an equity and equality lens (by providing vegan or culturally appropriate foods, for example).
- Related to collaborating with the network and communities

- Participants said Idea 5 (Food Bank builds capacity of the network), Idea 6 (Food Bank deepens its relationships with the network and communities), Idea 7 (Food Bank has a more active role in the community), and Idea 8 (Food Bank strengthens connections to other services) are very important because they can help organizations that do complementary work, but have limited capacity, to build awareness and connections. Specific suggestions on how to put these ideas into action included: putting pamphlets or other information about these organizations in food boxes, physically co-locating services, and having food boxes in places where people already go and feel comfortable (instead of requiring them to go to a separate location). Pursuing and expanding on these ideas could help the Food Bank and other organizations connect more people in the community to important services.

Group 5

The discussion was mostly focused on how to provide more choice and how to best collaborate with the network and communities, with special attention to the latter, including:

- Related to providing more choice
 - Idea 3 (Food Bank provides more support to pantries to be open more often) is important to provide dignity and independence for Food Bank users. The time of day that pantries offer food perpetuates the stereotype that people who are food insecure don't have jobs. Access to food at different times of the day is something that has been requested repeatedly and should be a priority in improving food access. This also goes for the hours that the Food Bank is open. Users are not sitting at home waiting for food; there are certain hours that people cannot reach the Food Bank.
 - Idea 4 (Food Bank increases its direct service delivery across its service area) can help with issues of transportation that some users face. Many people cannot reach facilities to collect food boxes as public transportation is not always available. Additionally, it is difficult to take a large heavy box of food on public transportation. To enhance access to food, transportation access is key. One way to increase accessibility is to make public transportation more accessible for users. There was also a suggestion that technology could be used for the delivery of food.
- Related to how to best collaborate with the network and communities
 - Idea 6 (Food Bank deepens its relationships with the network & communities) is important to further develop relationships and connections between the Food Bank and food organizations. There are many organizations that want to help with food insecurity but are unaware on how to connect with the Food Bank to become part of their network. One organization said that previously, they had a hard time connecting with the Food Bank to partner with them for outreach services. There were suggestions to find ways to share more information on how to connect with the Food Bank besides having the information on the website. One participant is interested to see how technology will play a role in enhancing relationships with the community. The Food Bank could improve relationships with the community by creating a navigation system for the network to use for information access.

The Food Bank should also be flexible when working with organizations because organizations themselves can't always anticipate their own needs.

- A lot of emphasis on Idea 5 (Food Bank builds capacity of the network) and less emphasis on Idea 7 (Food Bank has a more active role in the community). One participant said that the Food Bank should stay in their lane and not spread their resources too thin. Instead, the Food Bank should rely on the experts out in the field to do case management, health education and financial education. Another participant said that there is currently tension between food pantries and the Food Bank because pantries feel that the Food Bank came in as an outsider without consulting existing organizations and created a competition of programs. Instead of staffing the Food Bank with its own case managers, the Food Bank should collaborate with existing organizations to carry out the work; if not, the Food Bank may suffer from mission drift. The Food Bank should try and mend connections and gaps with existing organizations to better relationships, which is why some participants like Idea 6 (Food Bank deepens its relationships with the network and communities). The Food Bank should consider less Life Stabilization programs because doing so would create more tension with the network because relationships may be created forcefully.
- Idea 6 (Food Bank deepens its relationships with the network & communities) consists of too many surveys. The Food Bank surveys consume people; there must be a better way to get their feedback. Digital technology may not always be the answer for surveys for seniors, those with language barriers or technology barriers. Another participant said digital technology may be the answer for surveys depending on the way it is used, for example by assisting people with the technology to answer surveys.
- Idea 5 and 7 (Food Bank builds capacity of the network; Food Bank has a more active role in the community) is good because there should be a focus on working with the communities with the highest needs/food insecure statistics, not simply population density. One participant stated that it is criminal how many resources Allegheny County has in comparison to other regional counties. However, taking an active role in the community should not overwhelm partners or overtake the work they are doing. Rather, playing an active role should involve the Food Bank supporting the work of partner organizations.

Group 6

The discussion generally focused on ideas related to collaboration, strengthening relationships/partnerships, and building capacity of the network. Participants also discussed ideas related to providing more choice.

- Related to how best to collaborate with the network & communities
 - Idea 6 (Food Bank deepens its relationship with the network and communities) is important because it is important to understand what organizations and services already exist to avoid replicating services. Participants said they like this idea and have a positive relationship with the Food Bank and suggested that the Food Bank focus its efforts on strengthening existing relationships and creating new ones in the community. A participant said that the

relationship between their organization and the Food Bank has improved and they now know who and how to get in touch with staff from the Food Bank.

- Idea 7 (Food Bank has a more active role in the community) can help the Food Bank pursue and expand on ideas of collaboration that could help the Food Bank and other organizations connect more people in the community to important services
- Related to eliminating hunger
 - Idea 8 (Food Bank strengthens connections to other services) through co-location is important because if accessing food is an issue, the community member accessing the Food Bank is likely to have other needs such as housing and/or employment. Strengthening relationships with local organizations can help the Food Bank and its partners connect people to the variety of services needed and available.
 - Idea 9 (Food Bank shows leadership in its operations) including hiring locally and supporting local organizations is important because people trust people they know and who look like them. Community based organizations can help the Food Bank shift to better serve local communities.
 - Idea 10 (Food Bank expands its advocacy efforts) is important because the need for advocacy will likely continue in the future; and supporting local advocacy would be helpful.
- Related to providing more choice
 - Idea 1 (Food Bank creates different types of pre-packed boxes and/or backpack kits) is a good idea because it would be a convenient way for people who simply want to stop by, pick-up their food, and leave. It can also help reduce wait times and stigma. Pre-packaged boxes and backpack kits should contain healthy and nutritious food.
 - Idea 4 (Food Bank increases its direct delivery service across its service area) is a good idea as the need for food has increased during the pandemic. School-aged children and college students in rural areas could benefit from more direct delivery. The Food Bank should consider innovative ways of distributing food through organizations and institutions that have dedicated and paid staff and are already set-up within the communities they serve. These organizations could include family support centers, community health centers, and schools. The Food Bank could support these organizations and institutions with simple infrastructure to help distribute food (e.g., providing a fridge).

2. Are there other ideas not included in these 10 that you would like to see the Food Bank explore? If so, what are they?

Group 1

- How the public understands the hunger problem is a big challenge, and the Food Bank has the potential to have a very powerful role in framing the issue. America doesn't have the political will to solve the problem. There are systemic social and economic power structures that lead to the need for the Food Bank. It's important to reflect on whether the Food Bank is too close to much

of the corporate sector and the “main streaming” of hunger to forcefully push the advocacy required to change the system.

Group 2

- All discussion focused on question one.

Group 3

- At least four participants felt strongly that it's critical that the Food Bank continue to reflect on barriers to transportation and accessing services (for example food and healthcare services). If someone is experiencing food insecurity then it is mostly likely the case that they are experiencing other barriers like access to transportation. One participant shared that nearly 70% of transit users in Braddock had an income of under \$20,000 a year. There needs to be a holistic approach to program design that integrates other service providers in health, transportation, and employment, in collaboration with the Food Bank. Without this holistic lens, it won't matter how great the programs are if people can't access them. The Food Bank can also support these efforts by collecting and sharing data on barriers to access with transit providers and other organizations (for example what populations need delivery services, and where are additional bus routes and stops needed to help people access services).

Group 4

- Education seems to be missing from the current ideas: there could be a role for the Food Bank in leading (or supporting others to lead) efforts to inform people about different food choices, such as fresh vs. frozen, local vs. not local, and more. Go beyond providing food and share information (such as through videos) on how to prepare it, grow it, and work with food safely.
- Youth could also be a focus. While Idea 9 speaks to workforce development opportunities, it could more specifically identify workforce opportunities for youth. There could also be a focus on education, such as programs to go into schools to talk about food, the Food Bank, and how the Food Bank can help families.

Group 5

- All discussion focused on questions one and three.

Group 6

- All discussion focused on questions one and three.

3. Do you have any other advice?

Group 1

- All discussion focused on the first two questions.

Group 2

- All discussion focused on question one.

Group 3

- A couple of participants emphasized the importance of embedding dignified processes into services that are provided by using co-location with other services (like health and childcare) or distributing unmarked backpacks.

Group 4

- It's important to leverage the work of others, but not duplicate them (especially when pursuing Idea 8 and Idea 10 (Food Bank expands its advocacy efforts)). Also, it's important to be flexible in strategies based on location: in some counties, the Food Bank may have more of a leadership role, but in others, it should support the leadership of others (depending on the capacity and resources available in that county).

Group 5

- Include a healthy lifestyle component to programs the Food Bank offers. This will help give people a holistic view on food and health. One blind spot for the fight against food insecurity is health; there should be improvements on the social determinants of health.
- Some participants like the proposed ideas but believe they should be more refined to center on collaborative work. People want to work and collaborate with the Food Bank, and it should be an easy process to meaningfully collaborate. Trying to be all things to all people is a “recipe for a hot mess”, and there should be more focus on collaborating with the network and communities.
- Technology is important for connecting people with the Food Bank through different ways (such as social media or updating the website). It can also help get younger people involved to carry the work forward.
- The Food Bank should step back and evaluate its internal system before trying to make external changes. Communication is an area the Food Bank should focus on improving. A lot of information and departments are siloed from the network. There are times when partners and networks are unable to reach the Food Bank.
- Part of the Food Bank's strategic plan for next year should be to operate with longer hours for better accessibility for Food Bank services.

Group 6

- It is important to consider and recognize the needs and differences between urban and rural areas because these ideas are not one-size-fits-all, as some ideas would likely work better in rural areas and others in urban areas.

Attachment B. 10 Emerging Ideas

Based on the work completed and feedback received in Part 1 of the Stakeholder Engagement Initiative, the Food Bank is testing 10 ideas to help them be even more effective in their work. The 10 ideas are shown below.

How to provide MORE CHOICE	How to best collaborate with THE NETWORK & COMMUNITIES	How best to work towards ELIMINATING HUNGER
IDEA 1: Food Type Food Bank creates different types of pre-packed boxes and/or backpack kits	IDEA 5: Food Bank builds capacity of the network	IDEA 8: Food Bank strengthens connections to other services
IDEA 2: Food Type Food Bank supports pantries in offering more food choice	IDEA 6: Food Bank deepens its relationships with the network and communities	IDEA 9: Food Bank shows leadership in its operations
IDEA 3: Food Access Food Bank provides more support to pantries to be open more often	IDEA 7: Food Bank has a more active role in the community	IDEA 10: Food Bank expands its advocacy efforts
IDEA 4: Food Access Food Bank increases its direct service delivery across its service area		

Attachment C. List of Participating Organizations

1889 Jefferson Center for Population Health
ACCESS Transportation Systems
Adagio Health
AHN
Allegheny County DHS
Allegheny County Health Department
American Heart Association
Arc of Greater Pittsburgh
AT&T Sportsnet
Boys & Girls Clubs of Western PA
Butler County Human Services
Carlow University
Feeding Pennsylvania
Financial Empowerment Center
Freedom Transit
Fresh Fire Church
Fund My Future PGH
Grant Associates Inc
Healthy Start
Heritage Community Initiatives
Human Services Center Corporation
Just Harvest
Mon Valley Initiative
PA State Senate-Senator Costa's Office
Pittsburgh Food Policy Council
Pittsburgh Mercy
The Food Trust
The Forbes Funds
The Salvation Army
Travelers Aid of Pittsburgh
United Way of Southwestern PA
United Way of the Laurel Highlands
UPMC Children's Hospital of Pittsburgh
UPMC Health Plan
UPMC Living-at-Home Program
YWCA Greater Pittsburgh