



Client: Not-for-profit Regional Food Bank  
Estimated Revenues: \$22 million (2010)  
Services Provided: Strategic Organizational Improvement  
Timeline: February 2011 – April 2011

### Challenge: Guide Organizational Growth

Foodlink is a Feeding America regional food bank which rescues and redistributes more than 11 million pounds of food annually to a network of 450 members agencies in a 10-county area throughout the Genesee Valley/Finger Lakes region. Serving over 125,000 individuals annually, Foodlink's mission is to empower at-risk communities by providing food, nutrition, education and resources in Central and Western New York. Foodlink's vision is to end hunger, build self-sufficiency, and foster nutritional wellness. The organization pursues this vision through an innovative network of initiatives.

After successful completion of a 2010-2013 Strategic Plan, Foodlink envisioned a way to create an internal culture of continuous improvement that would allow the organization to transition from "good to great" and more effectively carry-out its strategic plan and accomplish its mission.

### Solution: Strategic Organizational Improvement

The Strategic Organizational Improvement (SOI) project embarked on a new process to enable Foodlink to meet and exceed community expectations.

Managers and staff were interviewed during this process. Their answers provided the critical data and clues for potential areas of organizational improvement.



"D.A. Smith and Associates was able to work with our staff and board to navigate complex organizational issues including leadership, staffing, customer service and technology. They worked side-by-side with our management team to define top organizational priorities, craft a sound strategic plan and strengthen our overall vision for the future."

- Julia Tedesco

Director of Development and Strategic Initiatives

**Results:**

There were more than 22 hours of face-to-face interviews concerning department processes, challenges, and suggestions. Department responses were aggregated and coded into a final report detailing four primary areas of improvement. For each primary area, the report presented: (1) Key Findings, (2) Associated Risks, (3) Organizational Outcomes, and (4) Implementation Strategy.

The Discovery Process also aided in the development of the “Foodlink Way” - or the espoused (*what people say*) and enacted (*how people behave*) values in the organization. Those whom volunteered, worked and observed how Foodlink operates on a day-to day basis can fortify the empowerment and innovation that Foodlink continuously offers to the community.



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