# Agency Capacity Strengths & Needs Survey

## Overview of Results

second harvest
**HEARTLAND**

# Introduction

- The Agency Relations team administered a capacity needs and strengths assessment to agency partners in order to gain insights into improving support for the network and services to clients.

- Completing the survey provided programs with the opportunity to voice their understanding of their assets and needs. It gave program leaders an avenue to share their expertise and best practices.

- We also learned about agency partners' views on the challenges they face and resources they need to end hunger in their communities.

# Insights: Agency Strengths

- 76% of respondents have capacity to grow now, or in the future (Question 25)

- Client services, volunteer services, and network and community partnerships are top ranked strengths (Question 3)

- 40% of respondents are willing to share their expertise with the network (Question 4)

# Insights: Agency Strengths

- A majority of respondents have at least 1 paid staff member, are full client-choice, and are open multiple times a week (Questions 21, 22, 23, and 32)

- Over 55% of agencies responding have been in operation for over 50 years! (Question 24)

- Many are actively engaged in SNAP enrollment or referrals (Questions 26 and 27)

# Insights: Transportation Needs

- One of the lowest-ranked strengths

- Most respondents use volunteer vehicles or do not transport food, and have no paid food rescue driver (Questions 29 and 30)

# Insights: Research Needs

- One of the lowest-ranked strengths

- A number of respondents emphasize the importance of client surveys (Question 10)

- Most respondents want outreach to untapped potential partners (Question 16)

- Most respondents emphasize the importance of information on available grants (Question 9)
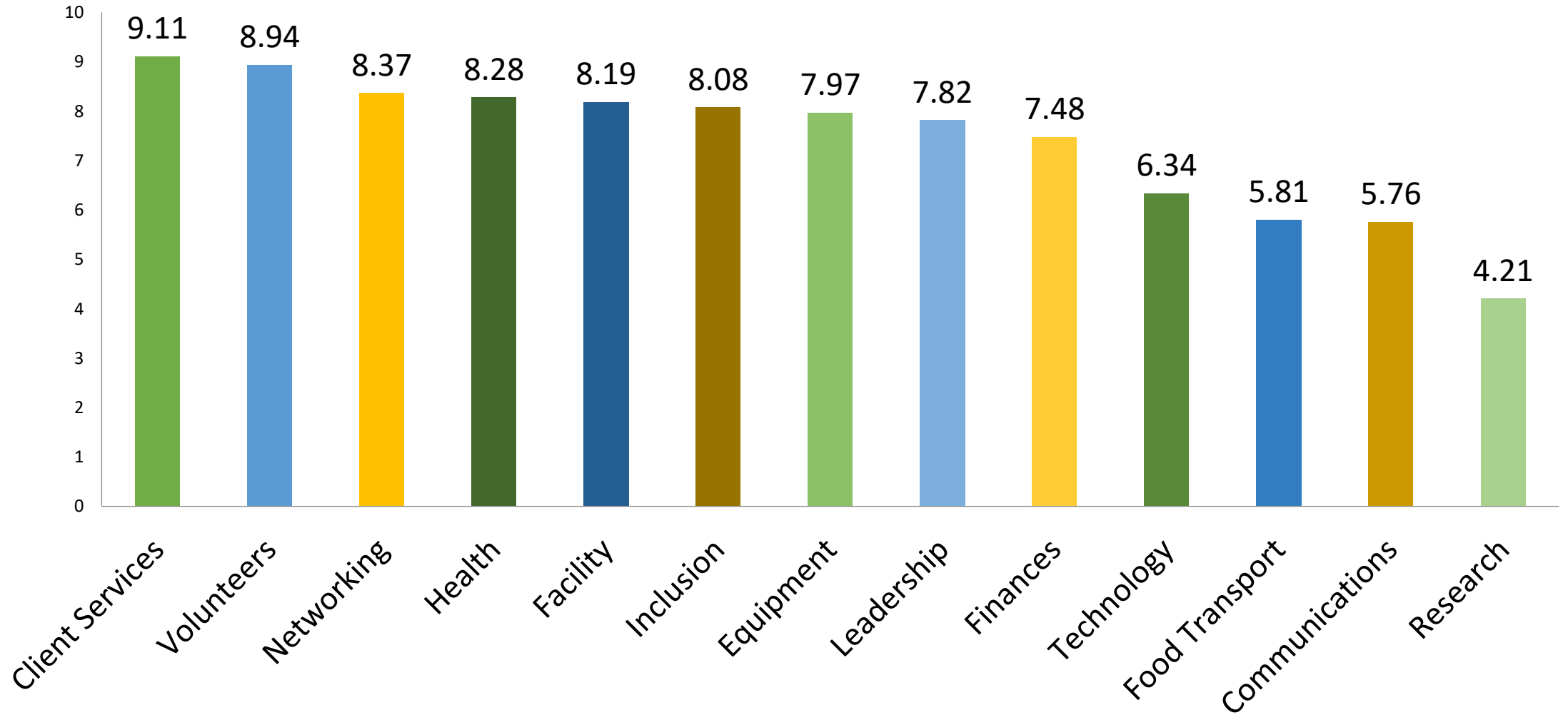
# Insights: Technology Needs

- One of the lowest-ranked strengths

- About 50% of respondents indicated a need for some sort of technology solutions including internet access, computers or iPads, various types of databases, and training (Question 8)

# Insights: Communications Needs

- One of the lowest-ranked strengths
- Respondents indicated that free press, advertisements, newsletters, a website, and developed social media presence would be most helpful in strengthening their communications capacity (Question 12)
- Answers for questions regarding communications to targeted audiences had relatively even weighted averages (through a ranking question), indicating that there is no strong preference for any in particular (Question 13)

**3. What do you consider your agency's greatest strengths and assets?**
Please rank the following from strongest (1) to weakest (13).

| Category | Value |
|---|---|
| Client Services | 9.11 |
| Volunteers | 8.94 |
| Networking | 8.37 |
| Health | 8.28 |
| Facility | 8.19 |
| Inclusion | 8.08 |
| Equipment | 7.97 |
| Leadership | 7.82 |
| Finances | 7.48 |
| Technology | 6.34 |
| Food Transport | 5.81 |
| Communications | 5.76 |
| Research | 4.21 |

# 4. Are you willing to collaborate with SHH to provide support within the network?

Nearly 40% of partners responded "yes."

## Partner Responses

- "We have a great client choice model with the ability for people to shop weekly. We are also great at networking with community partners."
- "We love hosting visitors from other food shelves and trading ideas."
- "We would be happy to show reps from other food shelves around our facility and share what's really working for us. We are unique in that we allow clients to come every other week and we give rides to those without transportation and deliveries to those who are severely disabled."
- "Reverse menu planning, data practices, client choice in menu planning for meal program."

## Commonalities

- Willingness to share whatever skills are applicable and desired
- Professional development and networking
- Ins and outs of backpack programs
- Communications
- Technology needs
- Volunteer recruitment and management

**5. Operations & Infrastructure Needs: <u>Storage</u>**
What might enable you to strengthen service at your agency?
Please select the most important option(s).
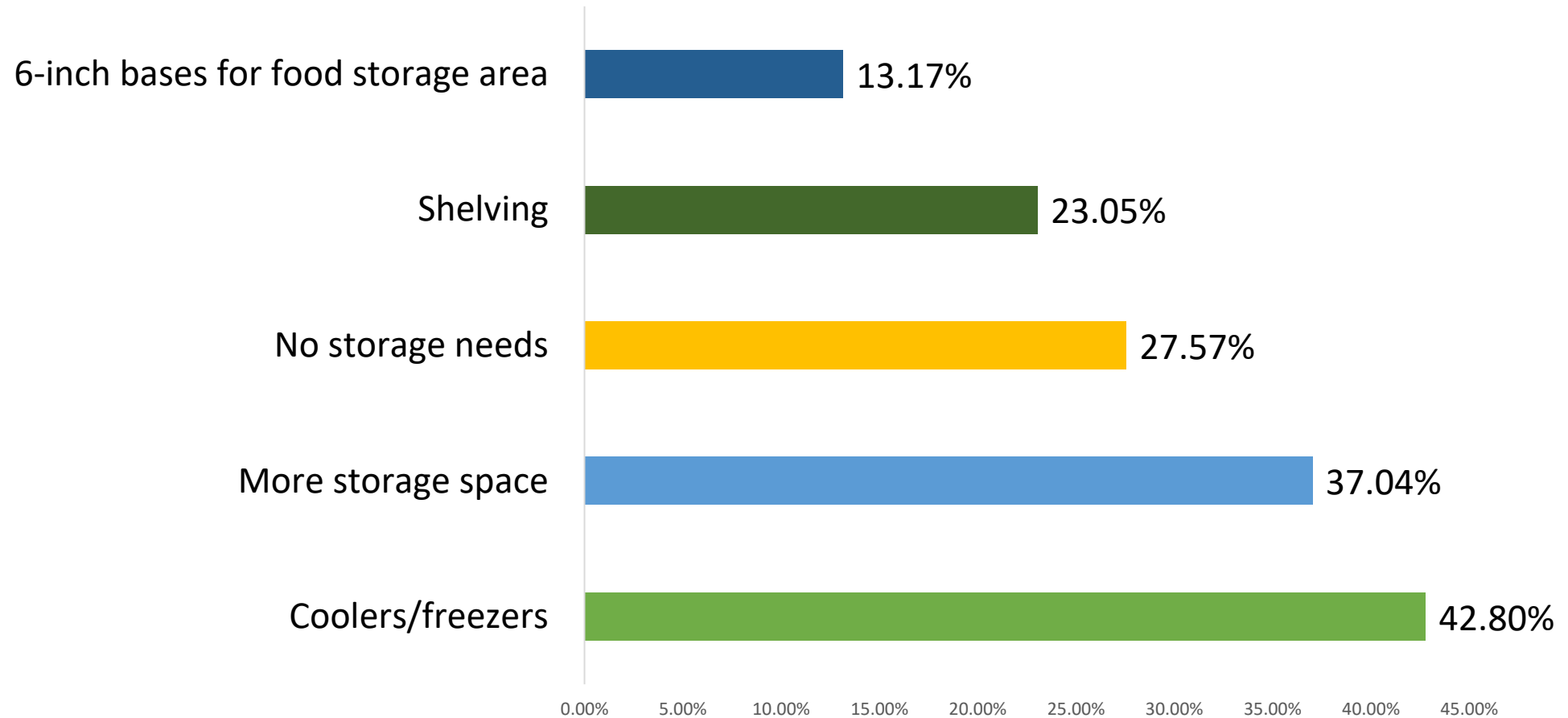
# 6. Operations & Infrastructure Needs: <u>Equipment</u>
## What might enable you to strengthen service at your agency?
## Please select the most important option(s).

**20.33%** of respondents, or **49** partners, identified **LOADING CARTS** as an equipment need

**22%** of respondents, or **53** partners, identified a **TRUCK or VAN** as an equipment need
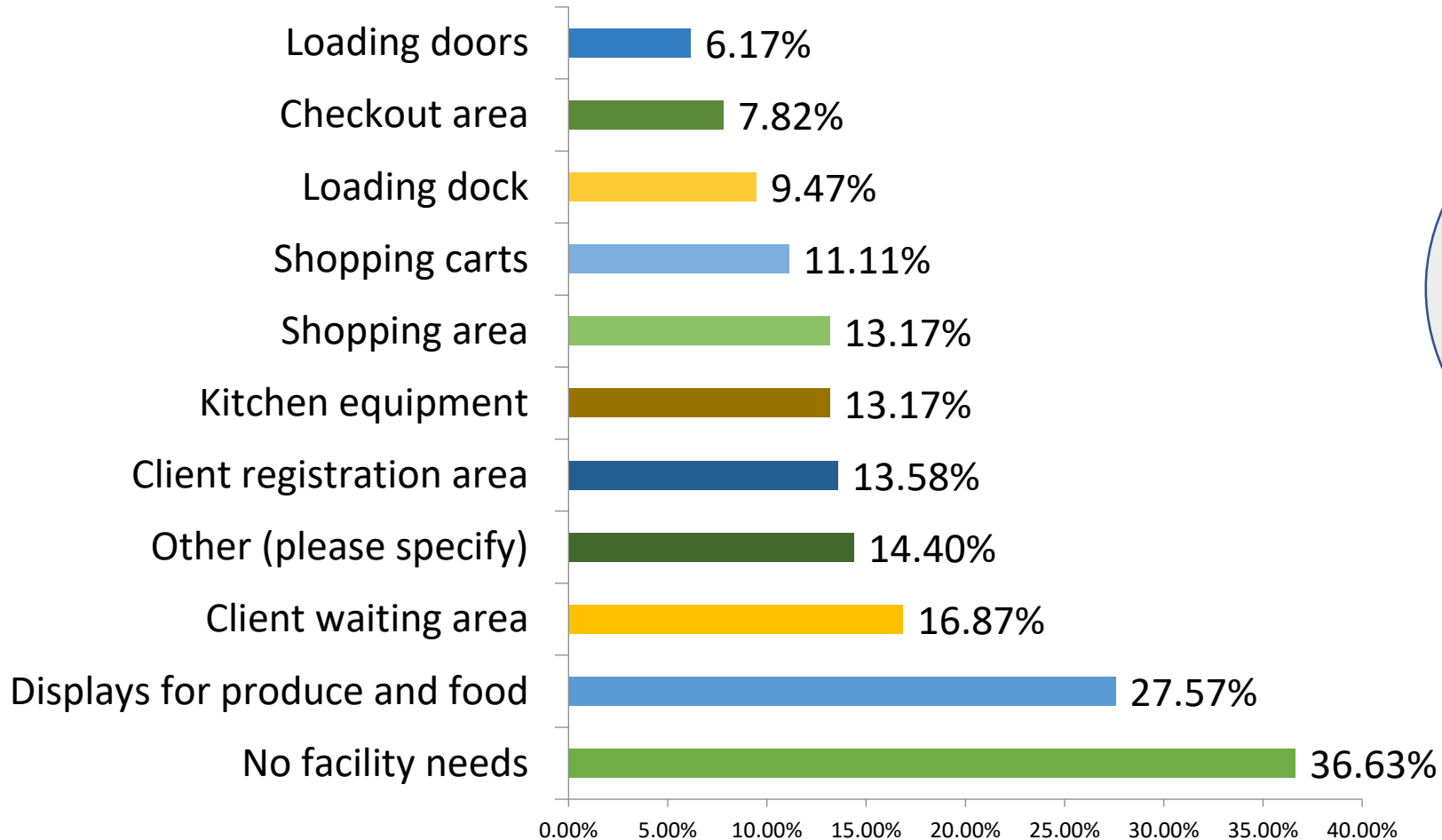
**14.2%** of respondents, or **34** partners, identified a **PALLET JACK** as an equipment need

**12.5%** of respondents, or **30** partners, identified a **SCALE** as an equipment need

# 7. Operations & Infrastructure Needs: <u>Facility</u>
## What might enable you to strengthen service at your agency?
## Please select the most important option(s).



Largest facility need identified by respondents: **displays for produce and food**

| Category | Percentage |
|---|---|
| Loading doors | 6.17% |
| Checkout area | 7.82% |
| Loading dock | 9.47% |
| Shopping carts | 11.11% |
| Shopping area | 13.17% |
| Kitchen equipment | 13.17% |
| Client registration area | 13.58% |
| Other (please specify) | 14.40% |
| Client waiting area | 16.87% |
| Displays for produce and food | 27.57% |
| No facility needs | 36.63% |

# 8. Operations & Infrastructure Needs: <u>Technology</u>
What might enable you to strengthen service at your agency?
Please select the most important option(s).

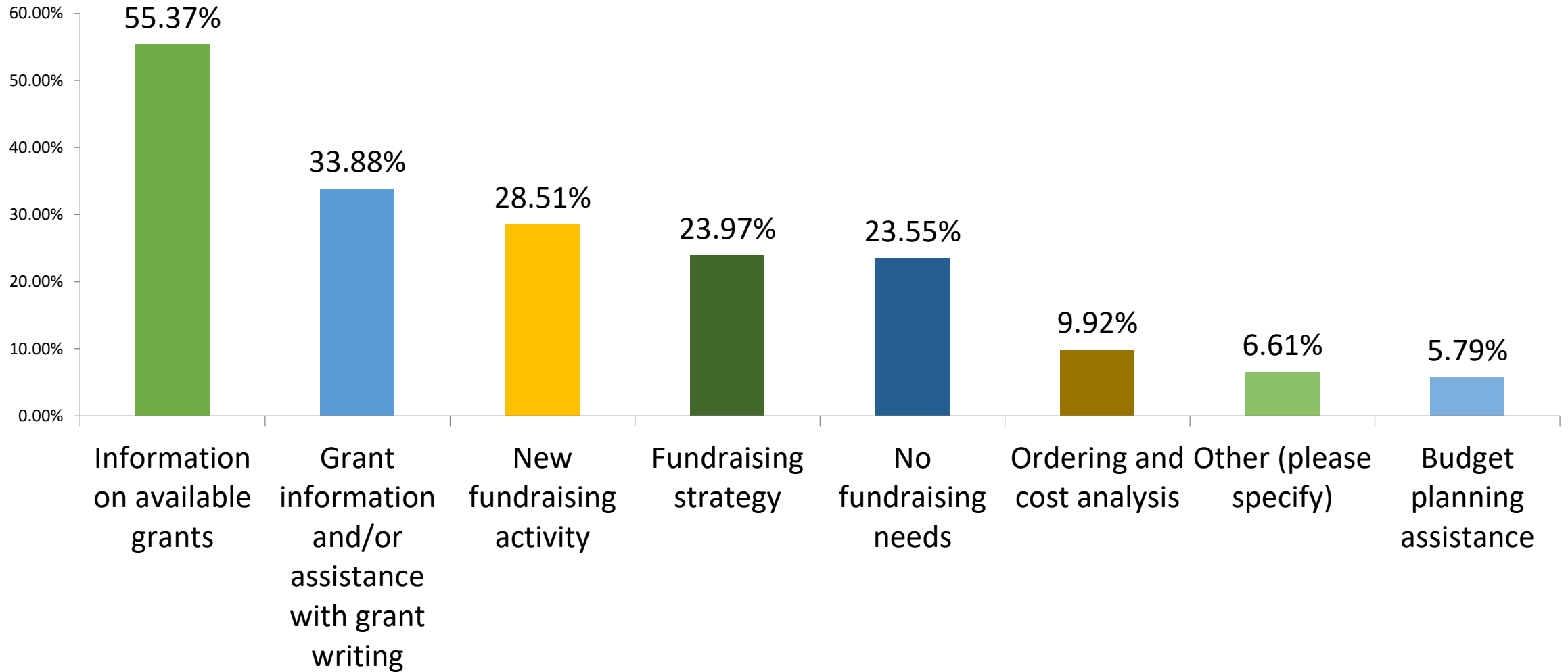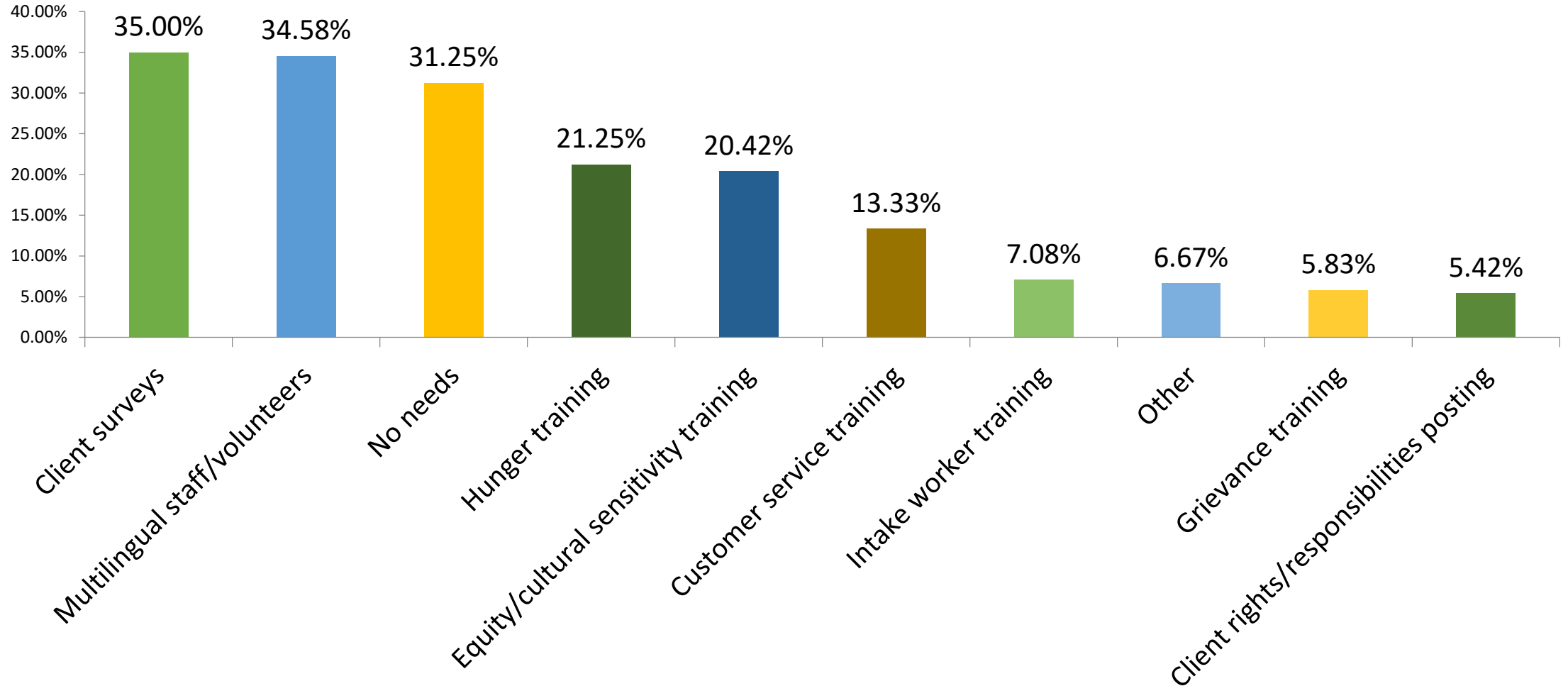| | | | | |
|---|---|---|---|---|
| **47** partners identified<br><br>**CLIENT / INVENTORY DATABASE**<br><br>as a technology need | **42** partners identified<br><br>**ON-SITE COMPUTER**<br><br>as a technology need | **34** partners identified<br><br>**COMPUTER TRAINING**<br><br>as a technology need | **20** partners identified<br><br>**ON-SITE INTERNET ACCESS**<br><br>as a technology need | **3** partners identified<br><br>**WEBSITE CREATION**<br><br>as a technology need |

**9. Fundraising Needs**
What might enable you to strengthen your agency's fundraising abilities?
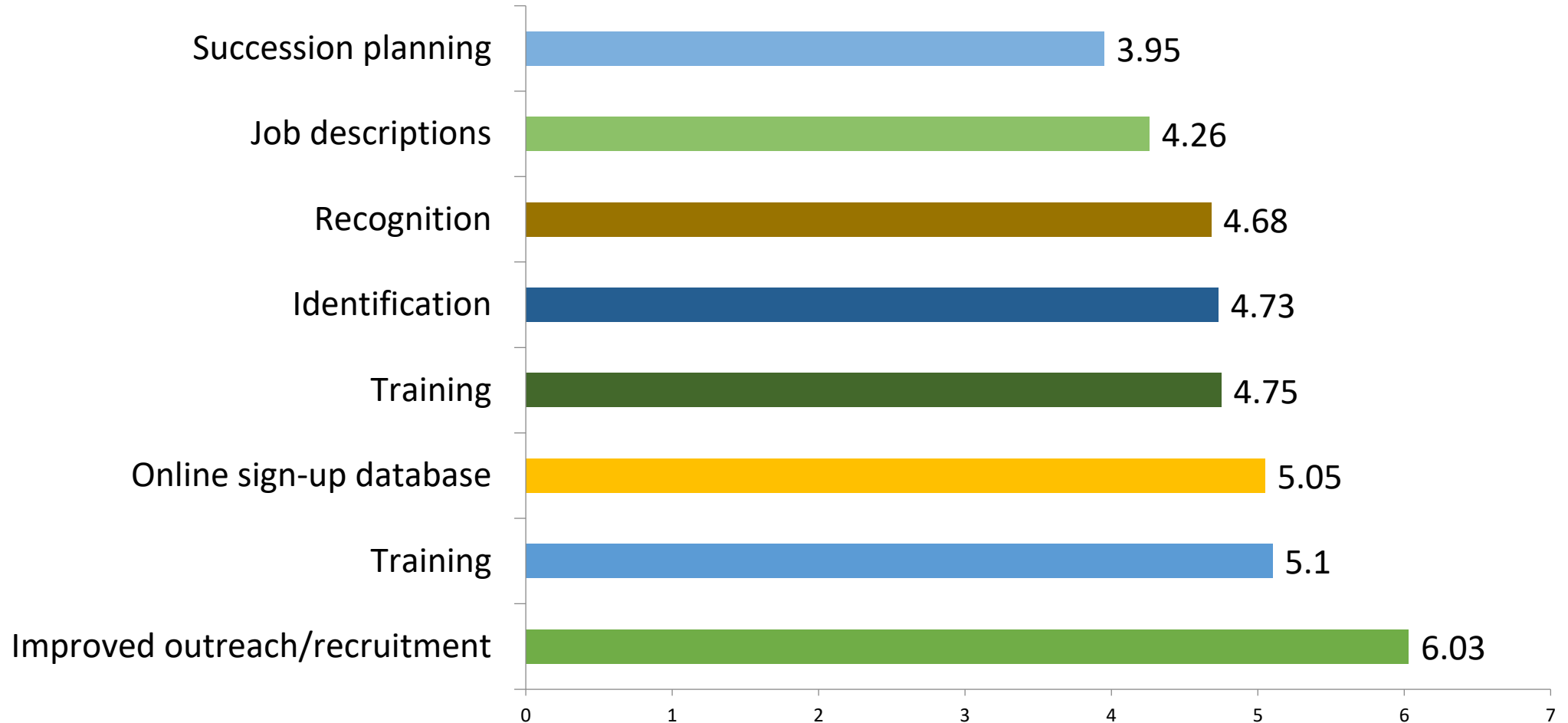Please select the most important option(s).

| Option | Percentage |
|---|---|
| Information on available grants | 55.37% |
| Grant information and/or assistance with grant writing | 33.88% |
| New fundraising activity | 28.51% |
| Fundraising strategy | 23.97% |
| No fundraising needs | 23.55% |
| Ordering and cost analysis | 9.92% |
| Other (please specify) | 6.61% |
| Budget planning assistance | 5.79% |

# 10. Client Engagement & Service Needs
## What might enable you to strengthen service to clientele?
## Please select the most important option(s).



| Option | Percentage |
|---|---|
| Client surveys | 35.00% |
| Multilingual staff/volunteers | 34.58% |
| No needs | 31.25% |
| Hunger training | 21.25% |
| Equity/cultural sensitivity training | 20.42% |
| Customer service training | 13.33% |
| Intake worker training | 7.08% |
| Other | 6.67% |
| Grievance training | 5.83% |
| Client rights/responsibilities posting | 5.42% |

# 11. Volunteer Services Needs
What might enable you to strengthen volunteer services at your agency?
Please rank from most (1) to least (8) helpful.

| Category | Value |
|---|---|
| Succession planning | 3.95 |
| Job descriptions | 4.26 |
| Recognition | 4.68 |
| Identification | 4.73 |
| Training | 4.75 |
| Online sign-up database | 5.05 |
| Training | 5.1 |
| Improved outreach/recruitment | 6.03 |

**12. Communications Needs: Tools & Methods**
What tools and methods might enable you to strengthen communications?
Please rank from most (1) to least (6) helpful.
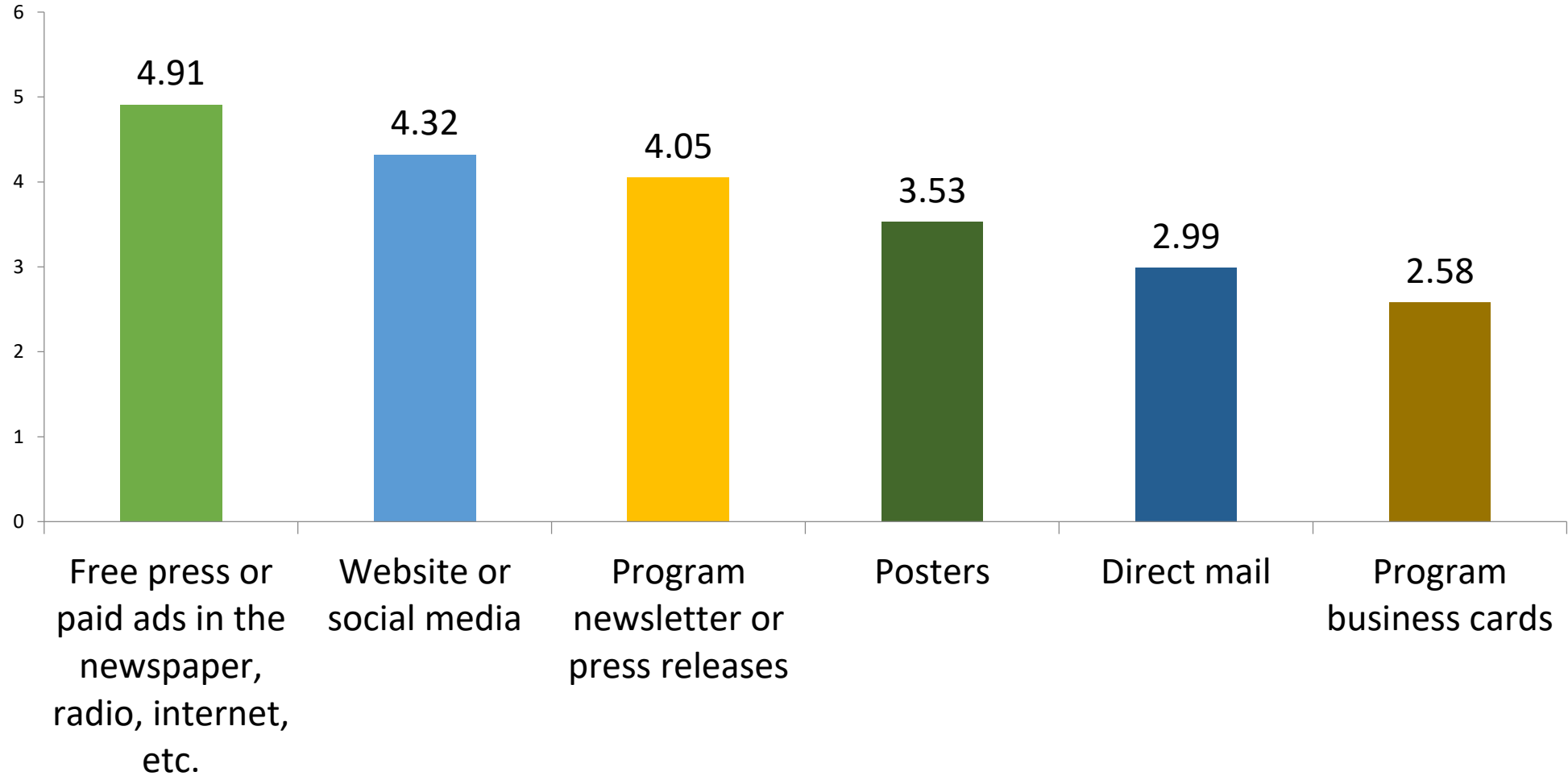
# 13. Communication Needs: Targeted Audiences

What might enable you to strengthen communications to targeted audiences?
Please rank from most (1) to least (3) helpful.

Improved outreach into the community
(including donors, volunteers, clients)

**Score: 2.23**

Client specific communications
(for example, messaging
clients to let them know
about closings, availability)

**Score: 1.98**

Targeted & strategic
communication/outreach to
underserved populations

**Score: 1.98**

# 14. Strategic Planning Needs
What might enable you to strengthen strategic planning?
Please select the most important option(s).
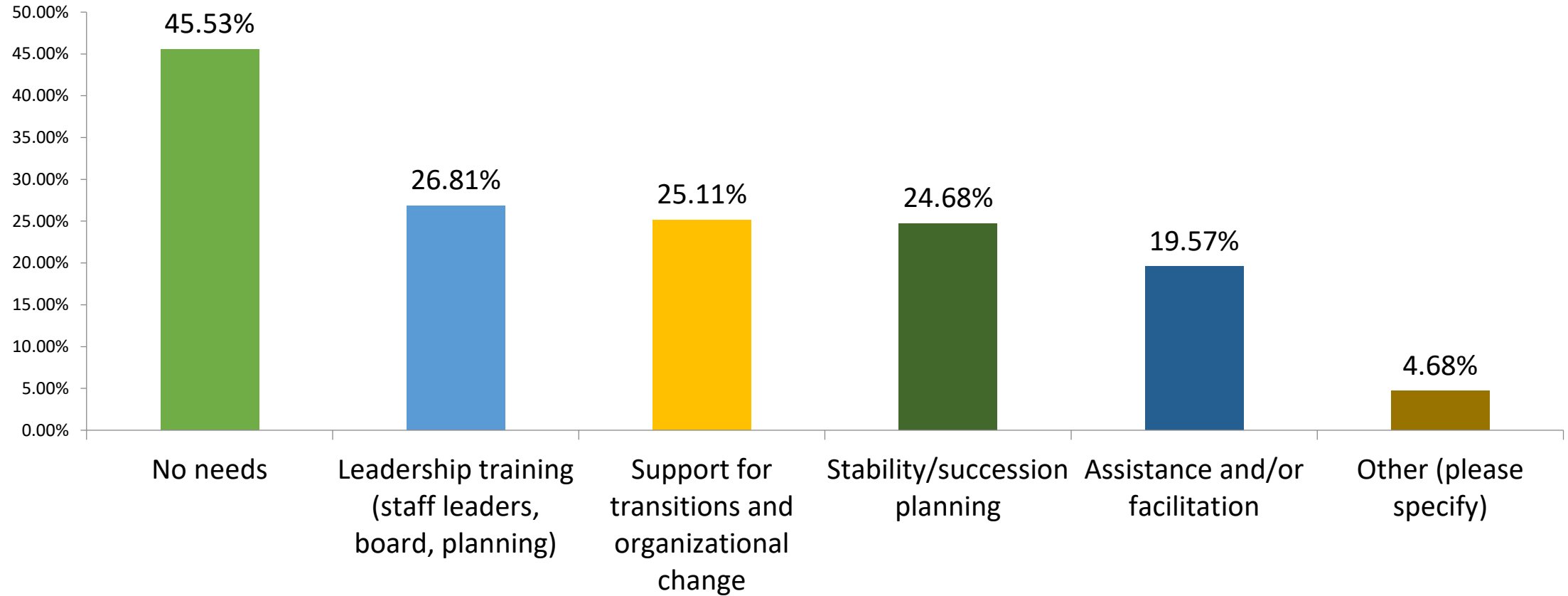
# 15. Research Needs
## What information might enable you to strengthen service at your agency?
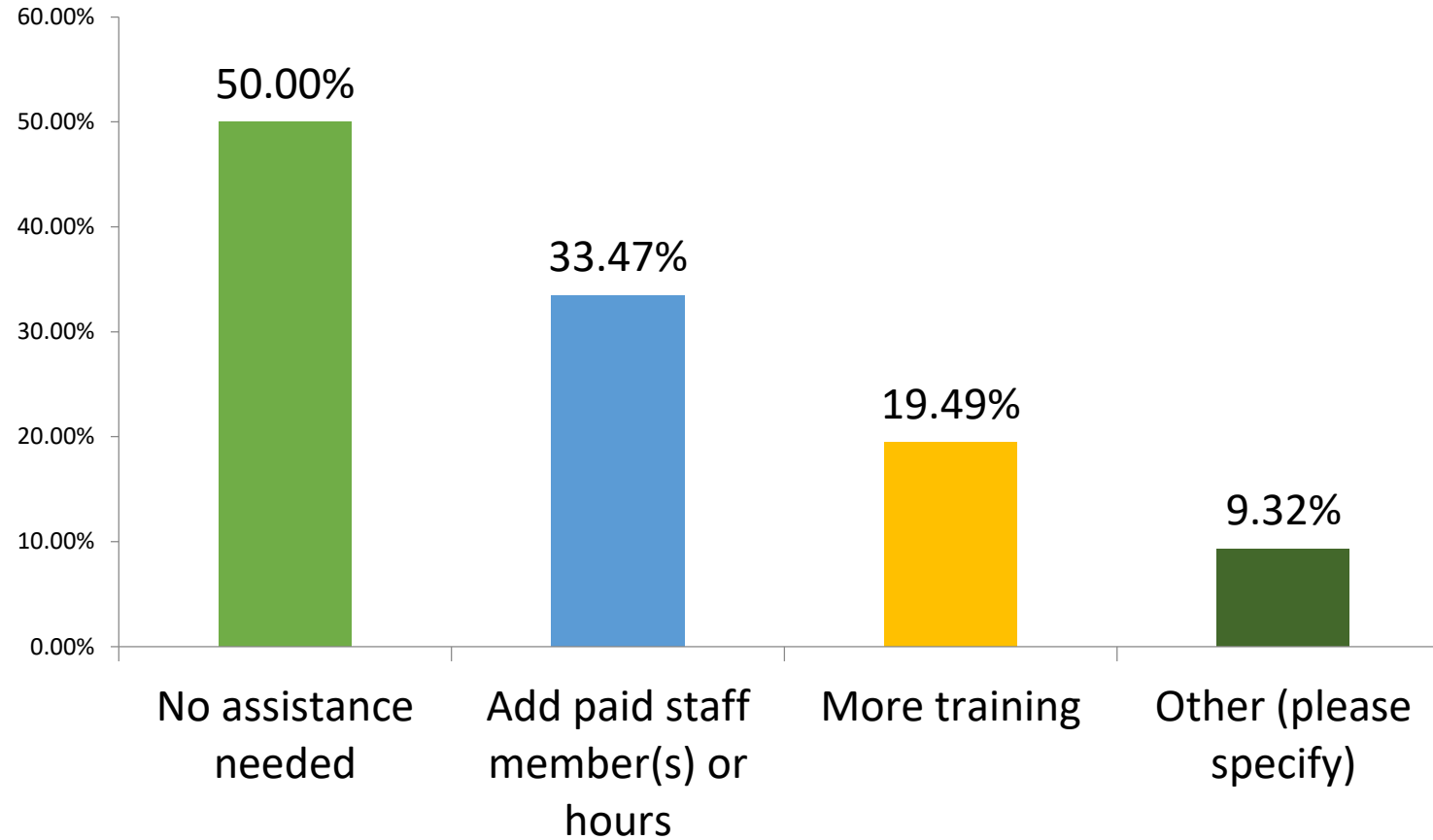## Please select the most important option(s).



| Category | Percentage |
|---|---|
| Hunger data | 47.06% |
| Gaps/missing populations | 40.34% |
| Demographics | 36.13% |
| No needs | 25.63% |
| Evaluation | 24.79% |
| MN Food Shelf Survey | 16.39% |
| Other | 3.36% |
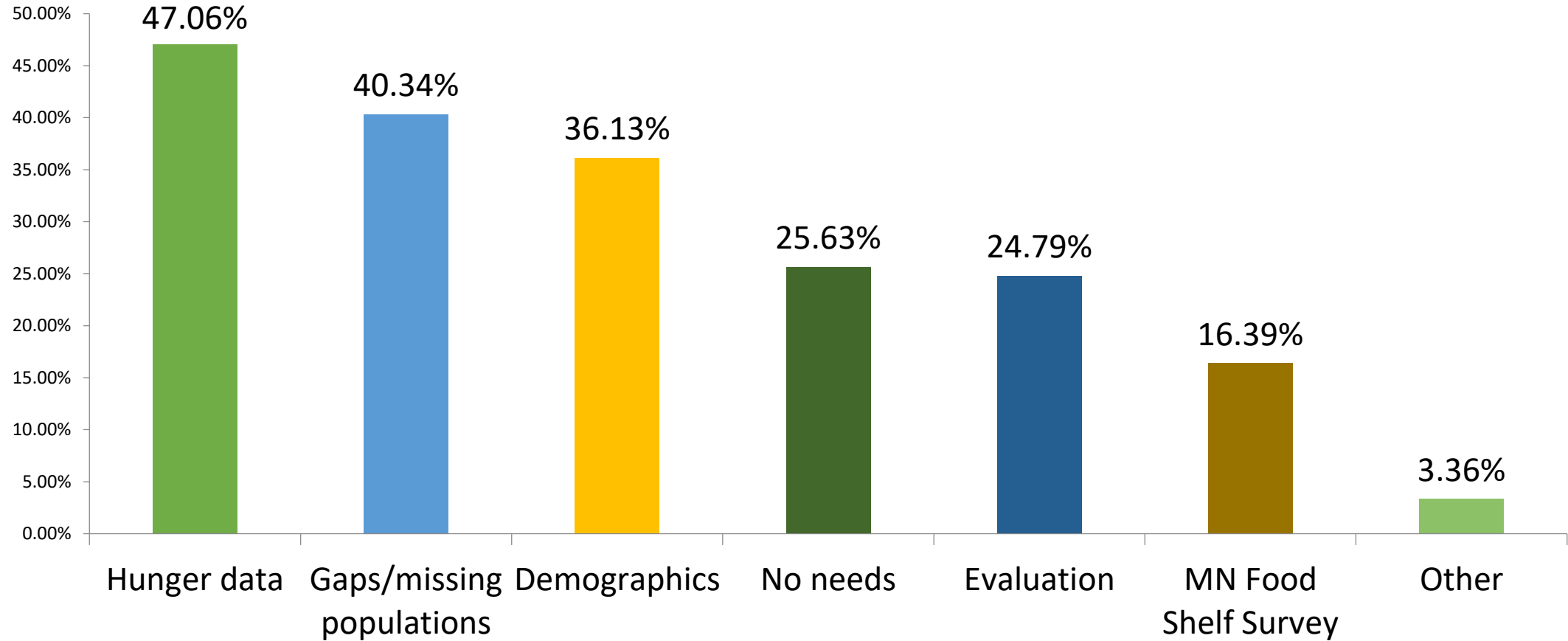
# 16. Community Partnership Needs
What might enable you to strengthen community partnerships?
Please select the most important option(s).
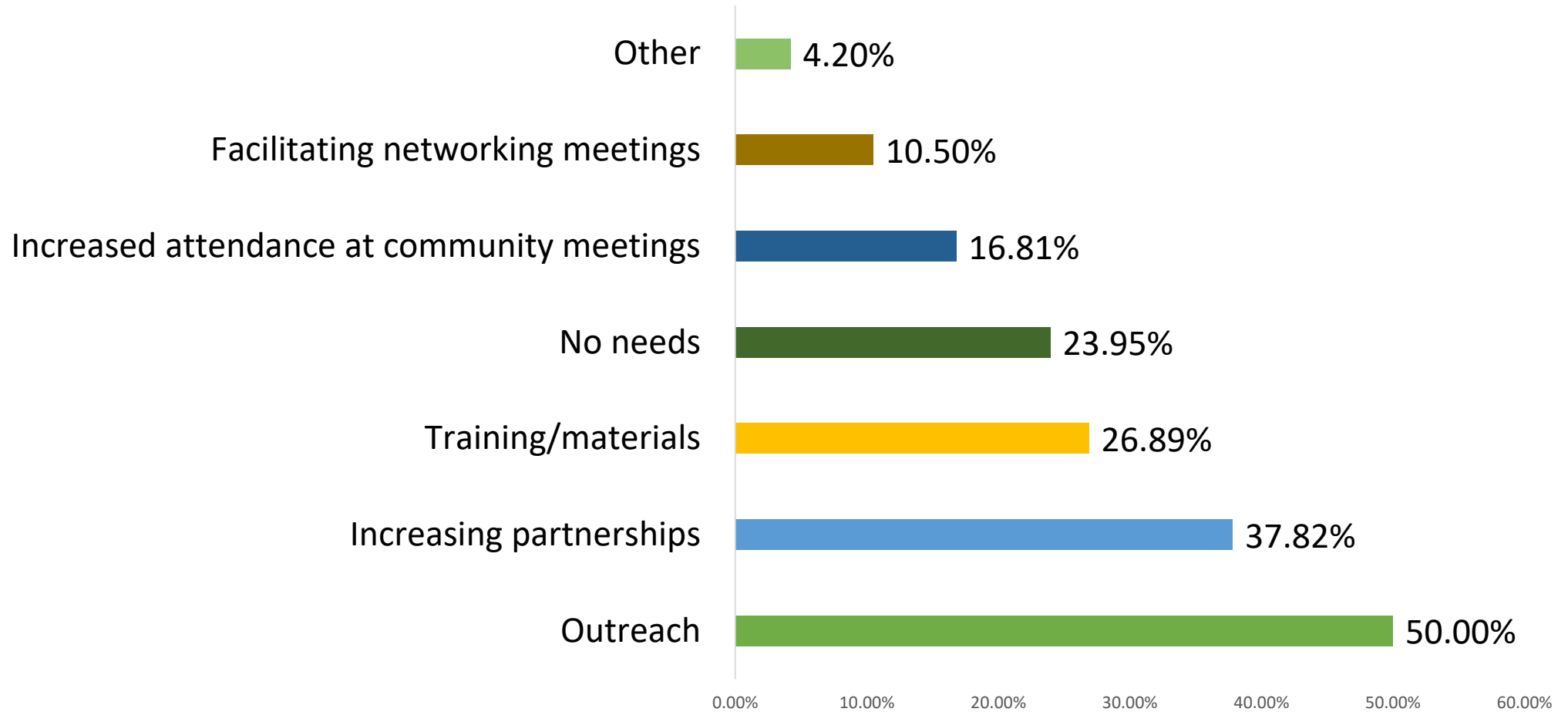
# 17. Staff Needs
What type of support might strengthen your staffing?
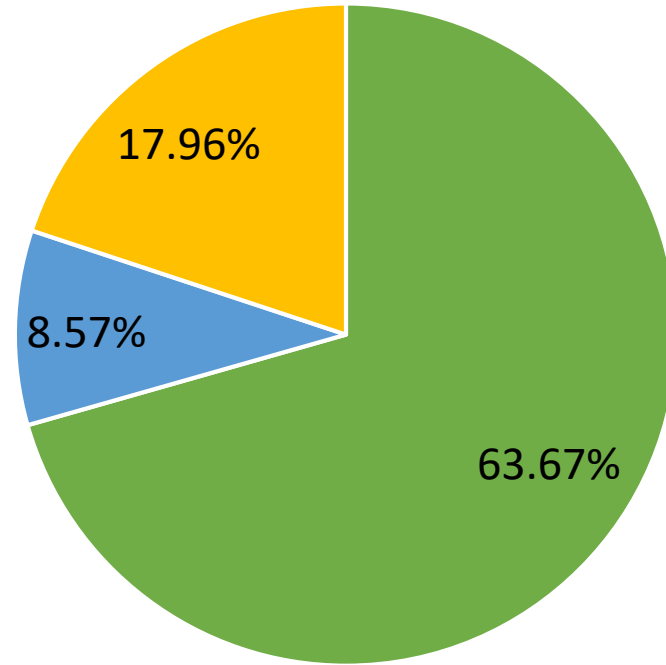Please select the most important option(s).

**18. Board Needs**
What type of support might strengthen your board of directors?
Please select the most important option(s).

| Category | Percentage |
|---|---|
| No need | 43.35% |
| Recruit active and engaged | 25.32% |
| Leadership succession | 20.60% |
| Board involvement | 19.31% |
| Outreach | 19.31% |
| Training | 14.59% |
| Adding former/current participant | 12.88% |
| Add professional | 11.59% |
| Other | 7.30% |
| More board meetings | 4.72% |
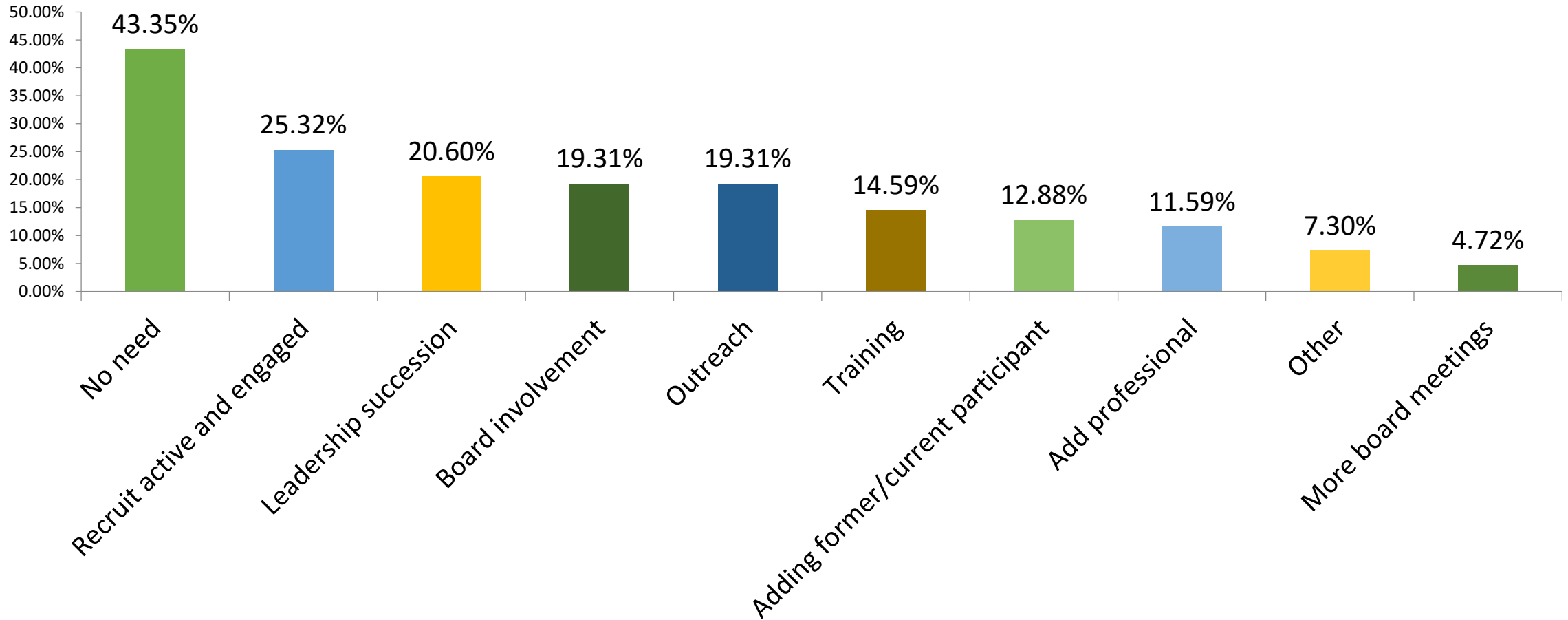
# 19. Food Shelf/Distribution
## What kind of model does your program use?



- Full choice shopping, grocery store style
- Opt-in/out, client places order or chooses off menu
- Pre-packaged/set menu

13.88% are not applicable –
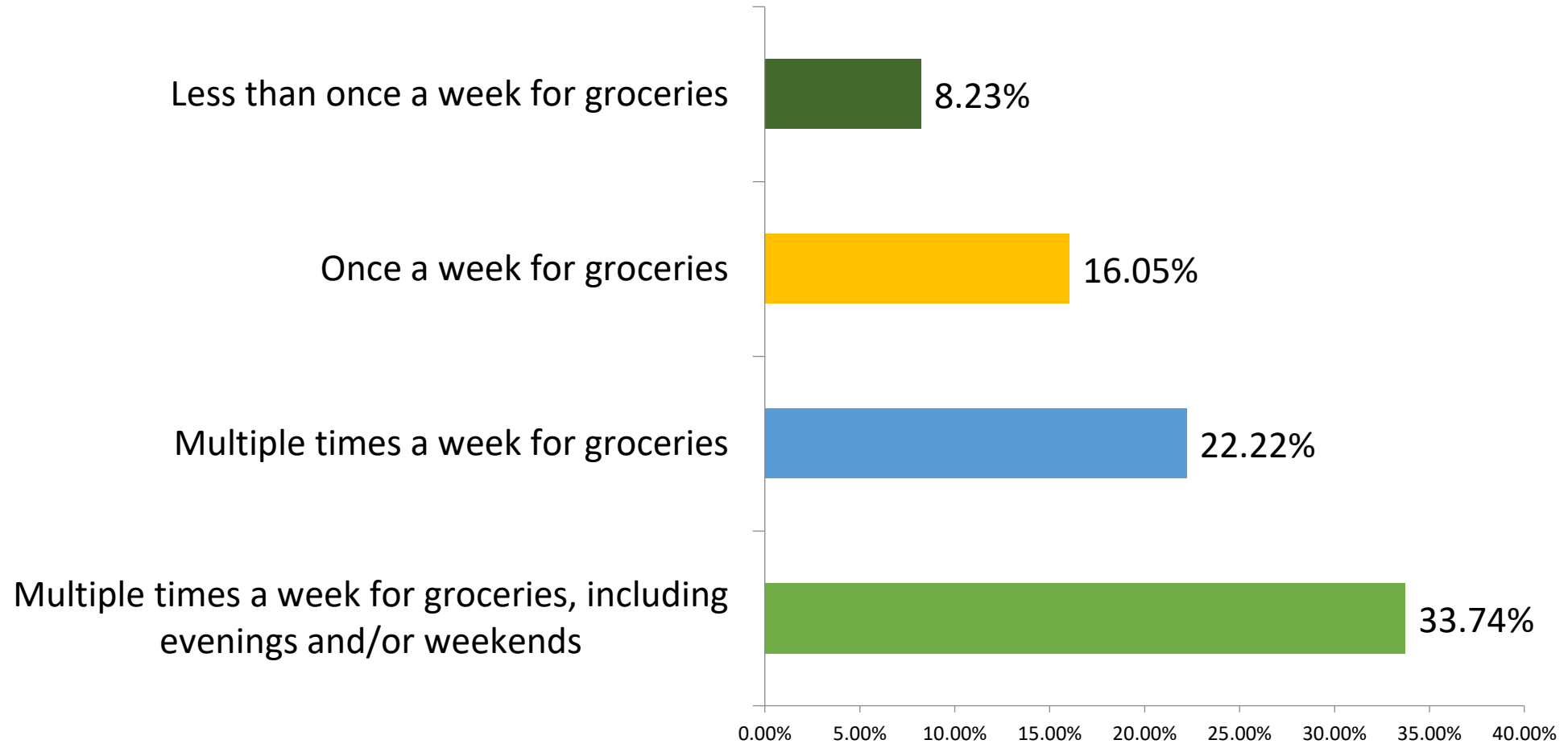not a food shelf or
food distribution

# 20. Meal Program
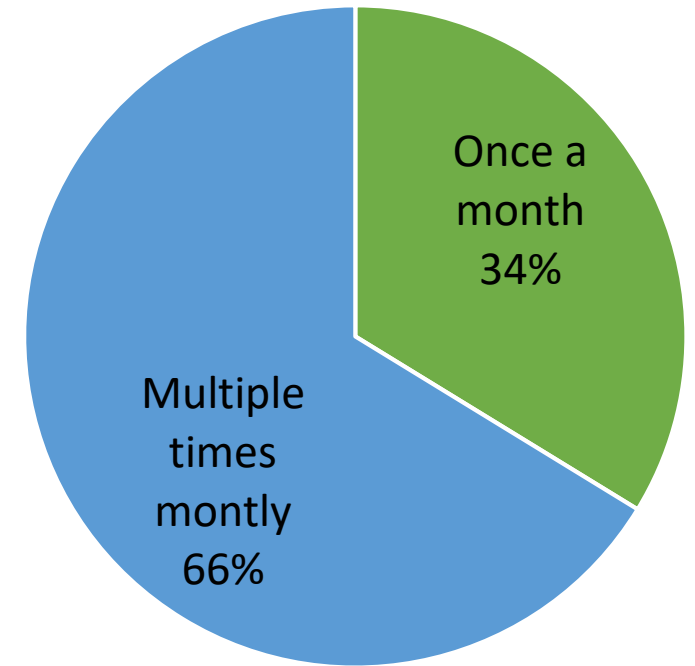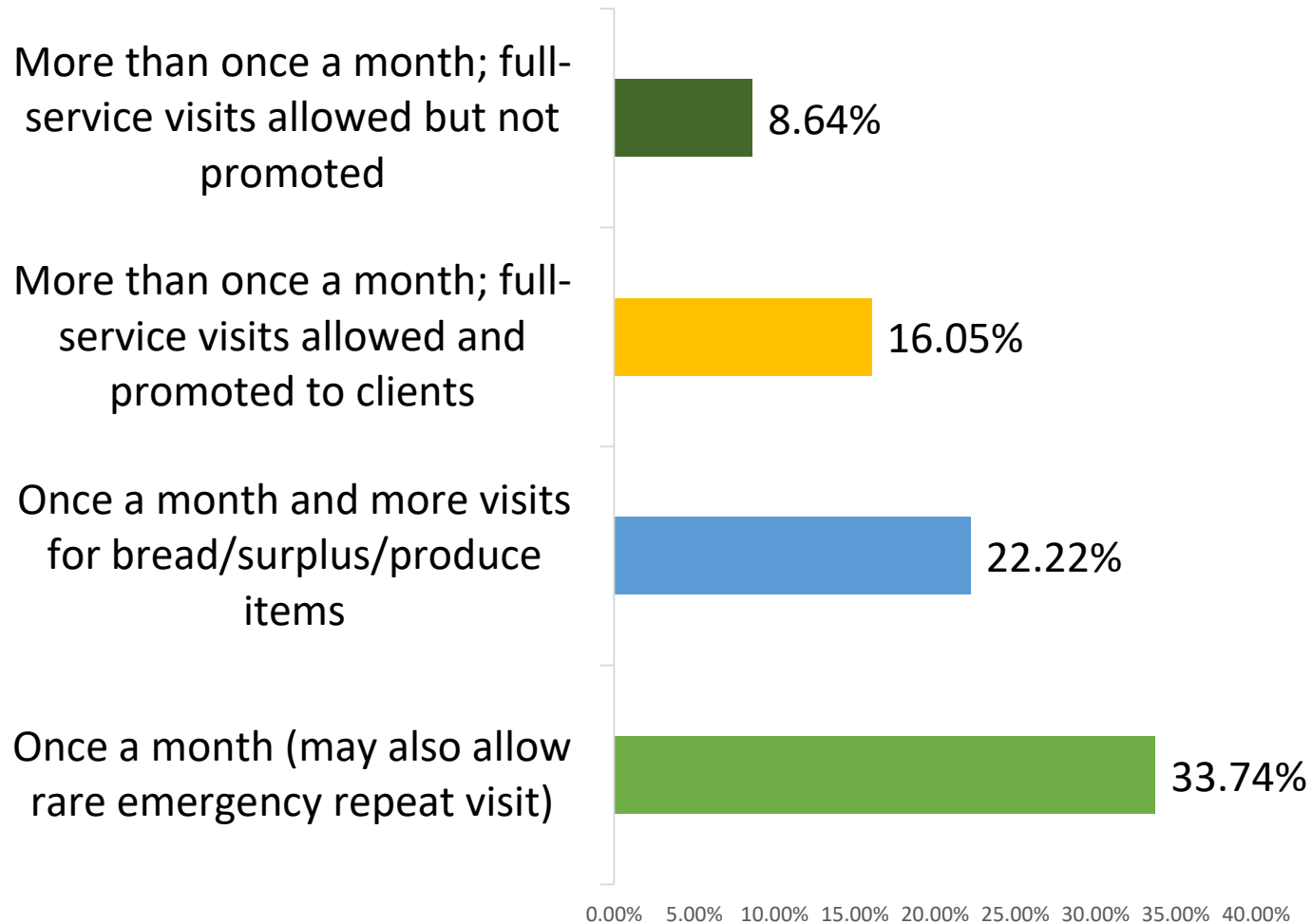## Is your program an open or a closed meal site?



Legend:
- Meal site open to specific clientele only — 53%
- Meal site open to the public — 47%
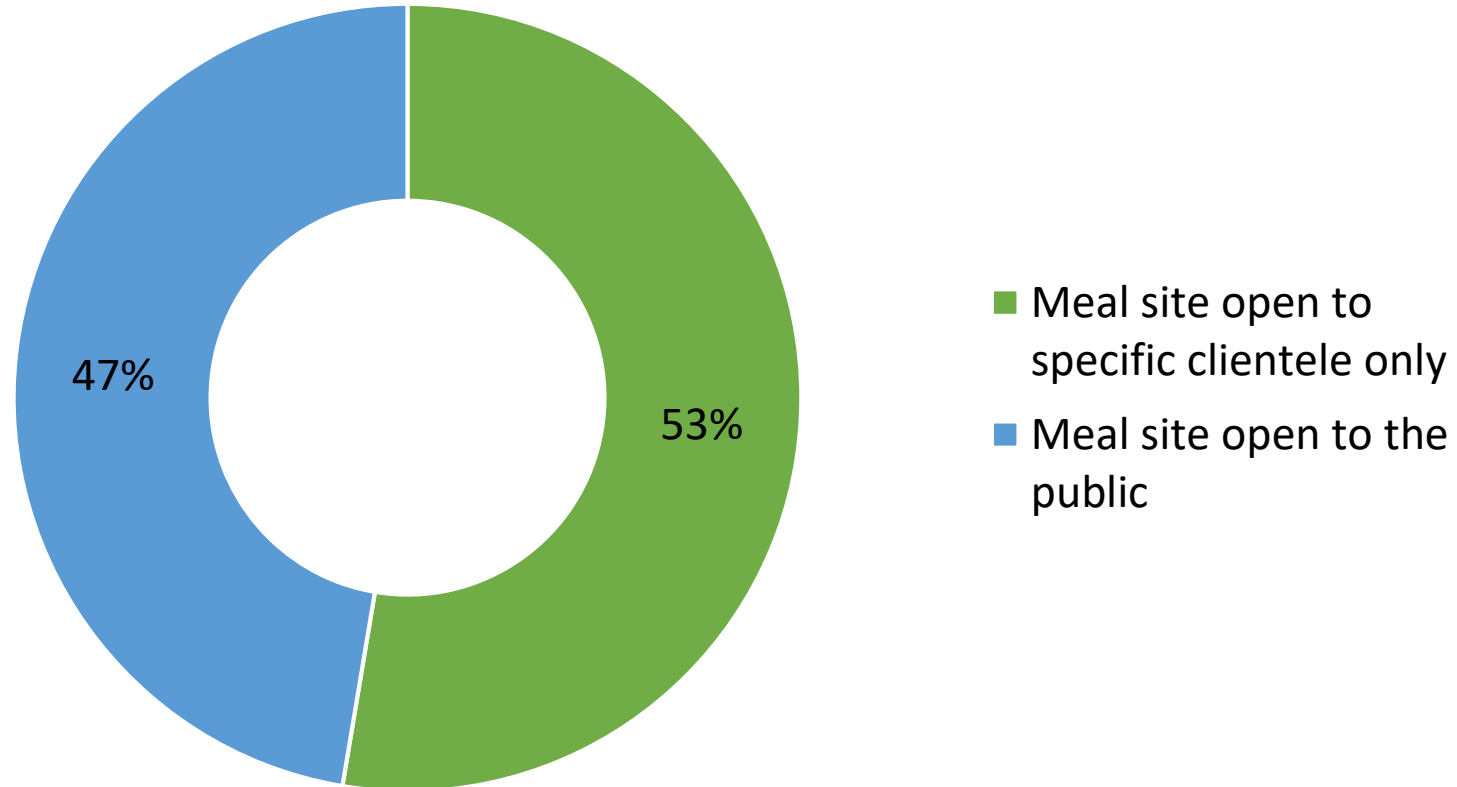
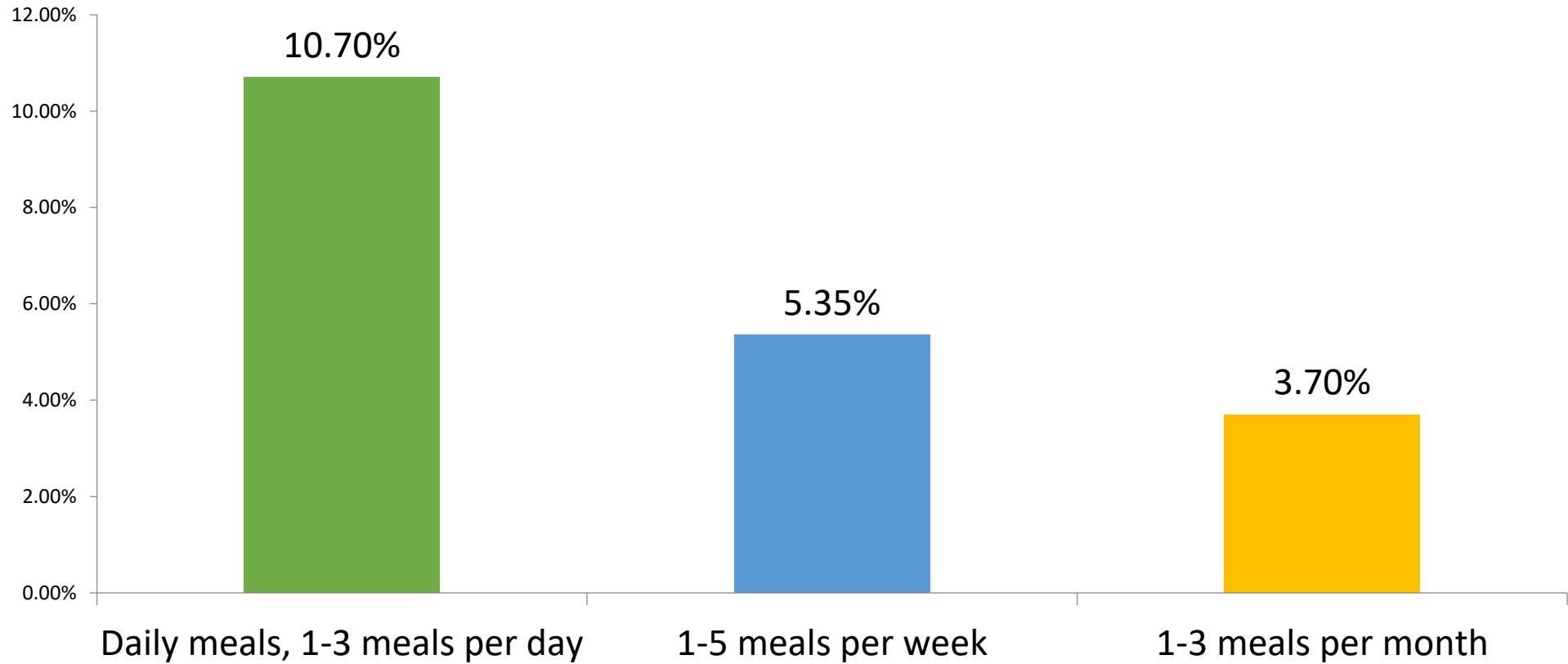**21. Food Shelf/Distribution**
How often are you open for client service?

# 22. Food Shelf/Distribution

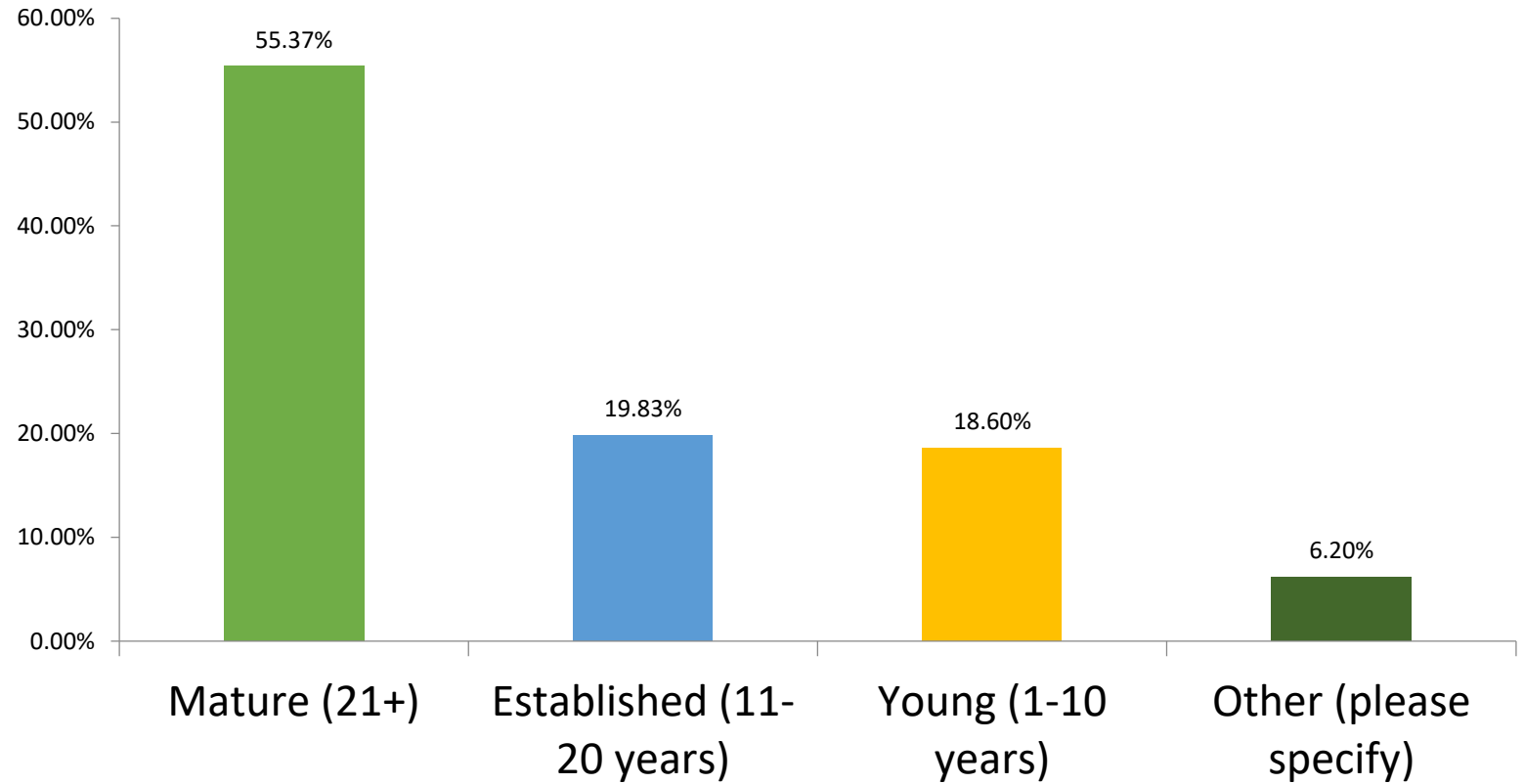## How often may a client visit for full-service?

**23. Meal Program**
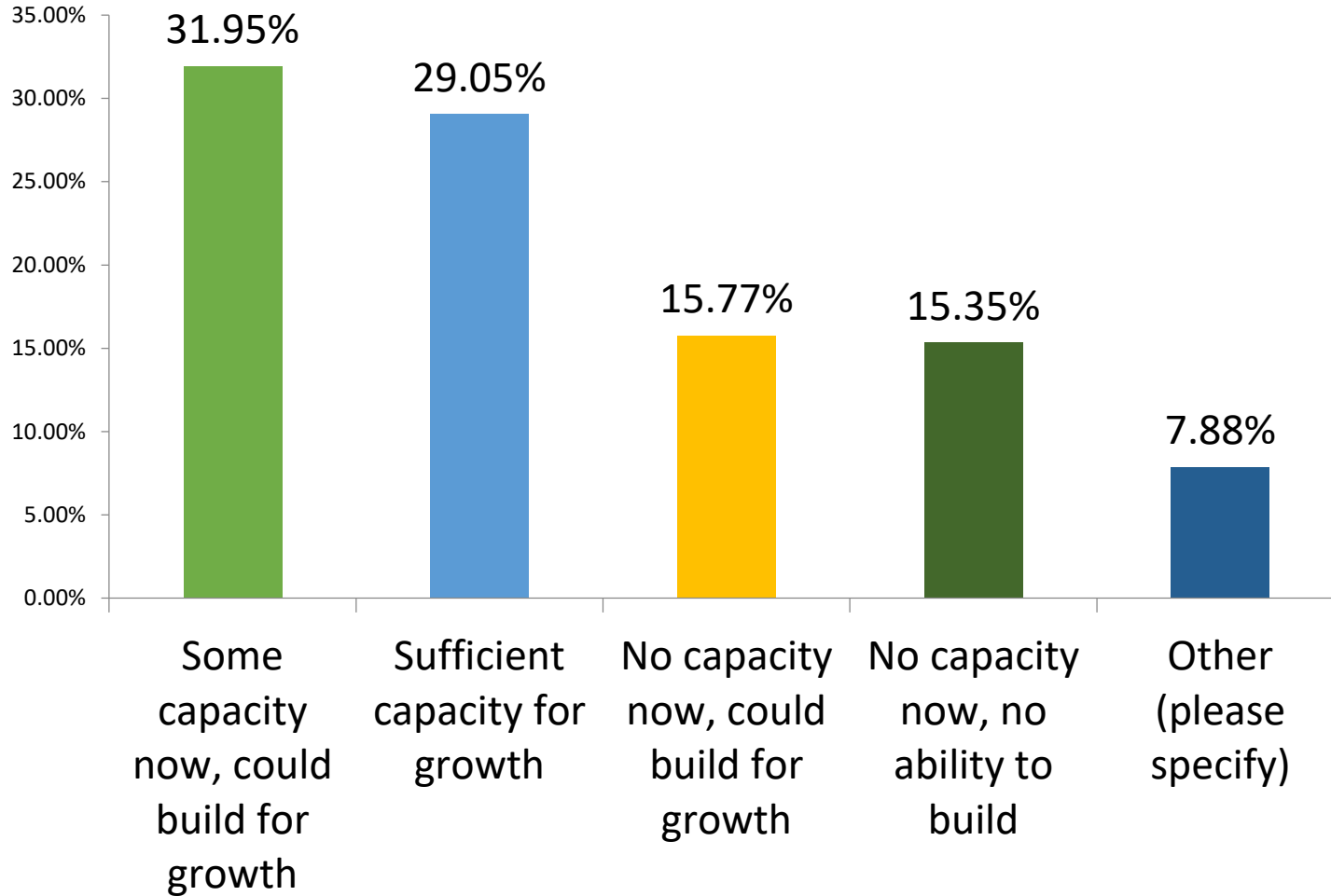How often may a client visit for meals?

- Daily meals, 1-3 meals per day: 10.70%
- 1-5 meals per week: 5.35%
- 1-3 meals per month: 3.70%

80.25% are not applicable – not a meal program

# 25. What is your capacity to expand the frequency of services and number of people reached?



Bar chart:
- Some capacity now, could build for growth: 31.95%
- Sufficient capacity for growth: 29.05%
- No capacity now, could build for growth: 15.77%
- No capacity now, no ability to build: 15.35%
- Other (please specify): 7.88%

**61%** of respondents indicated some capacity, and **31%** felt they have no capacity for expansion at this time.
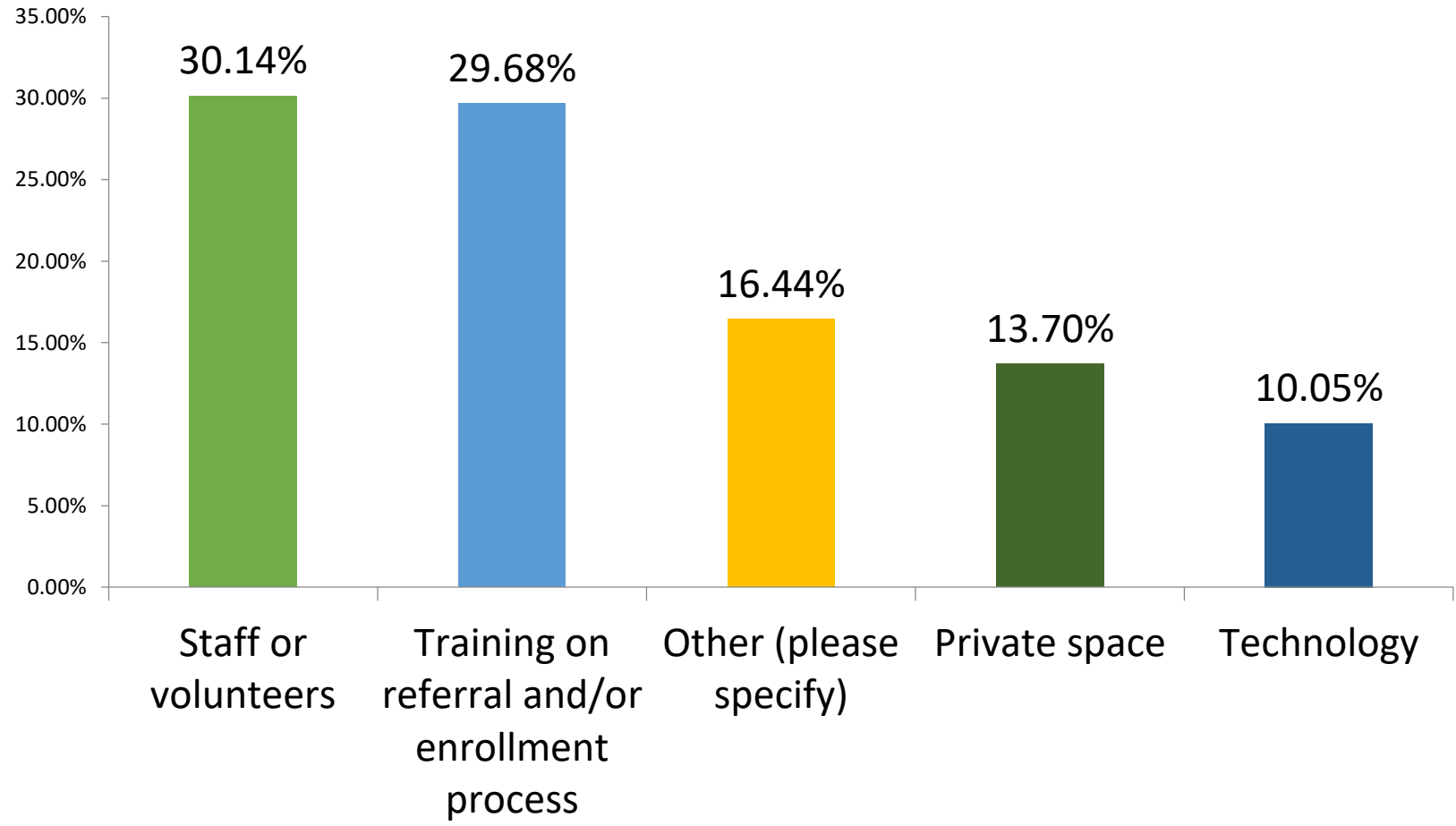
# 26. What capacity do you have to increase the use of benefits (such as SNAP) among the people you serve?
## Please choose the option that best describes your current capacity.



Over 50% of respondents already provide assistance or referrals.

- We already offer enrollment assistance: 26.78%
- We provide referrals to SHH or another agency: 24.69%
- We can distribute information but not expand to helping with enrollment in the SNAP program: 16.74%
- Unable to add the capacity to do this at this time: 12.55%
- Possible to add enrollment assistance: 6.69%
- Possible to provide referrals to SHH or other agency: 5.02%
- We can distribute information but not expand to include referrals to SHH or other agency: 3.35%
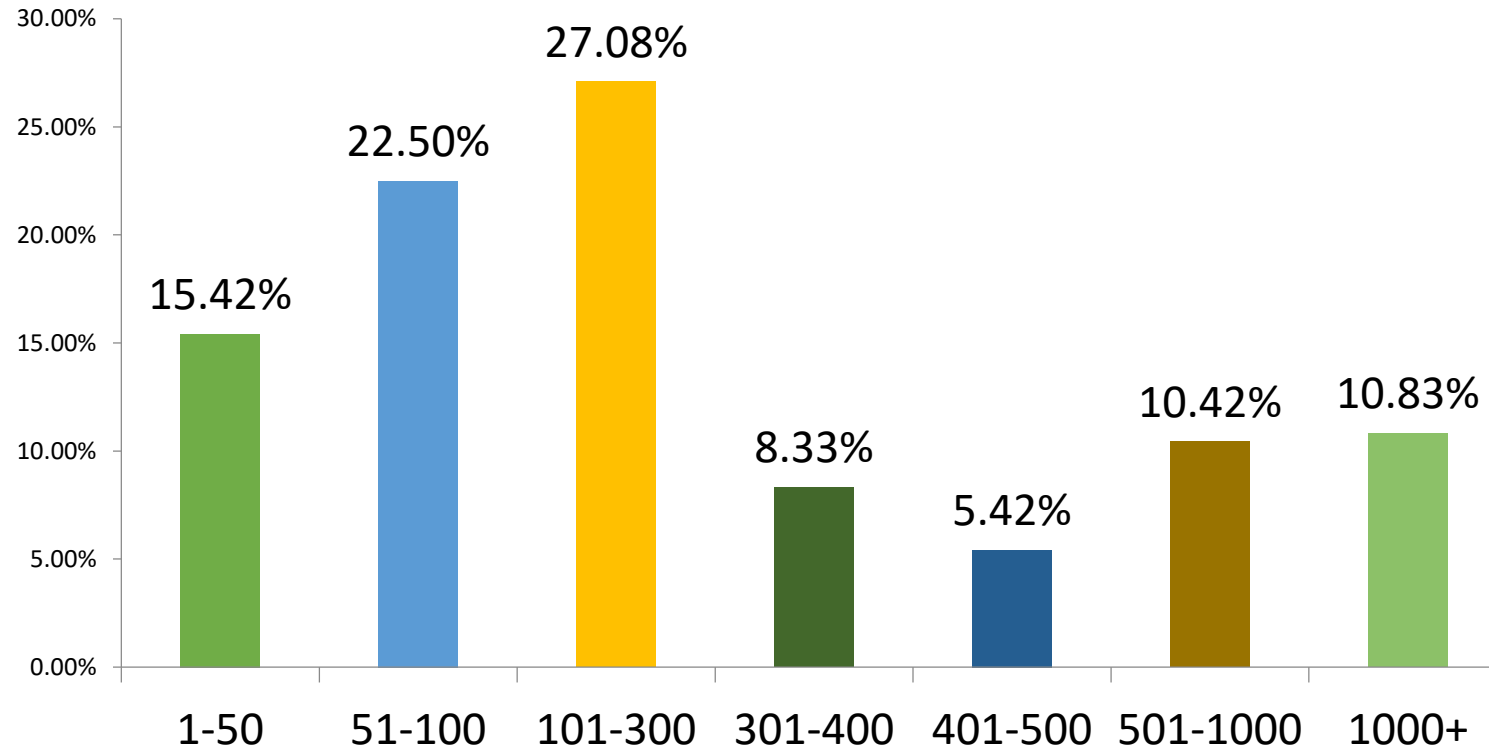
# 27. What might enable you to offer SNAP referral or enrollment assistance?
## Please select all that apply.



Majority of "other" responses indicate that the partner already provides this.

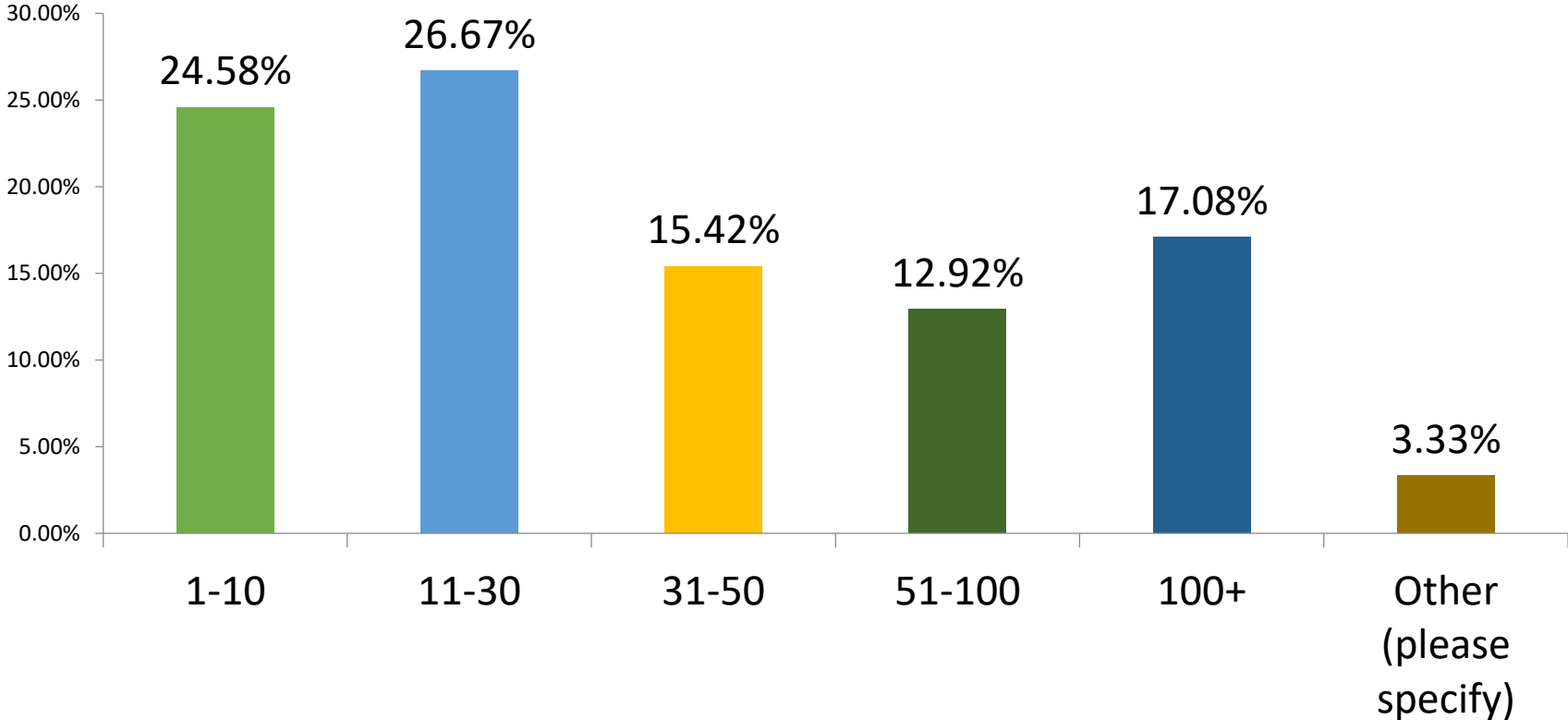| Category | Percentage |
|---|---|
| Staff or volunteers | 30.14% |
| Training on referral and/or enrollment process | 29.68% |
| Other (please specify) | 16.44% |
| Private space | 13.70% |
| Technology | 10.05% |

# 29. What food transport resources does your agency currently have for picking up and/or transporting food to other locations?
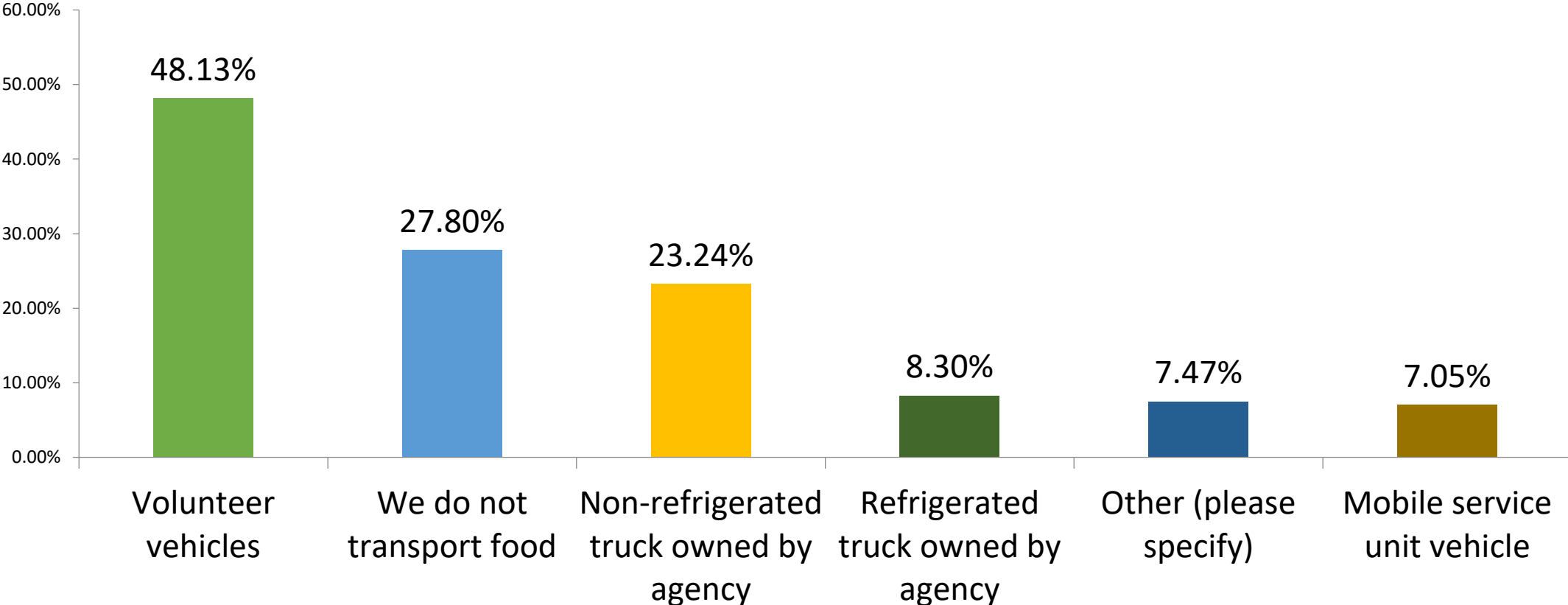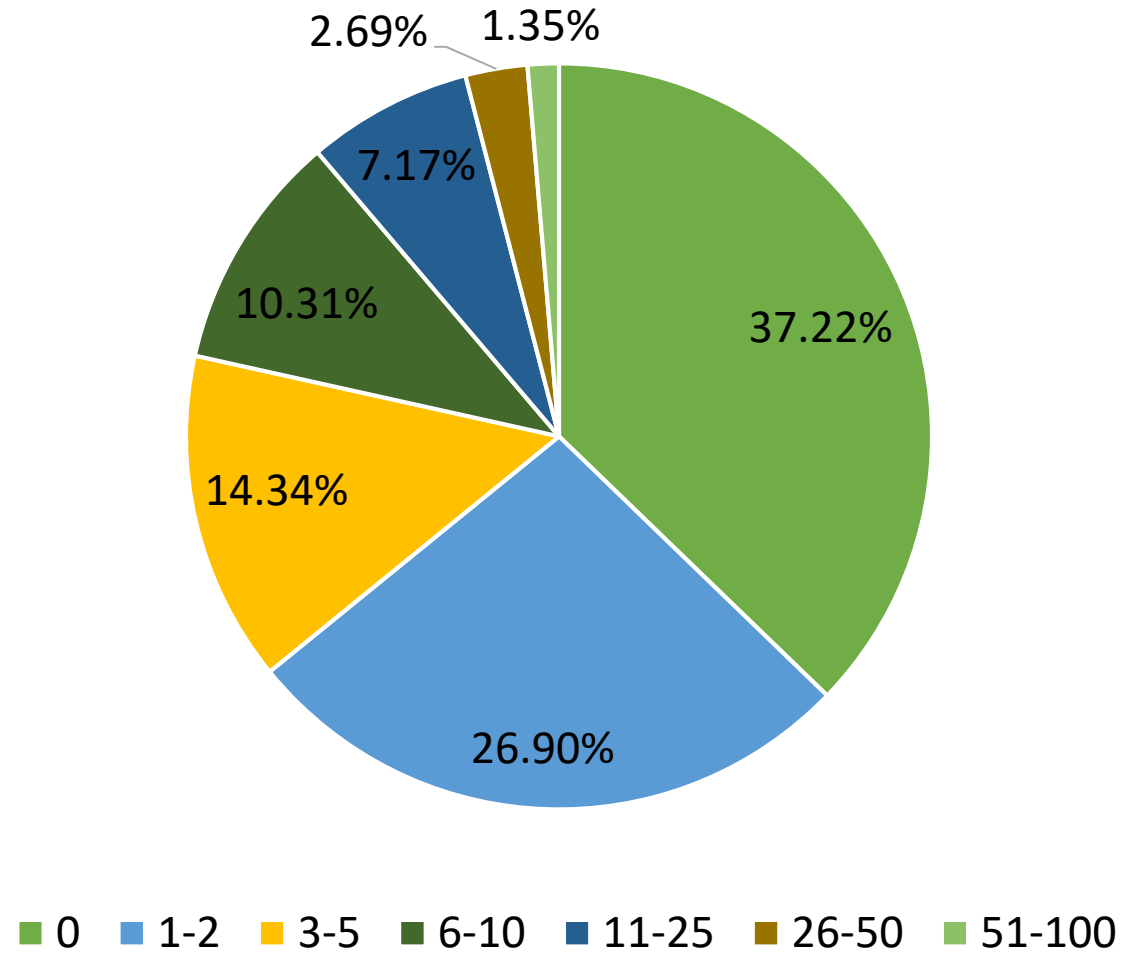
**30. Do you have a paid food rescue driver?**

Only **14.5%** of respondents,
or **35** partners,
indicated that they have
a paid food rescue driver.

# 31. How many volunteers do you typically work with in a month?

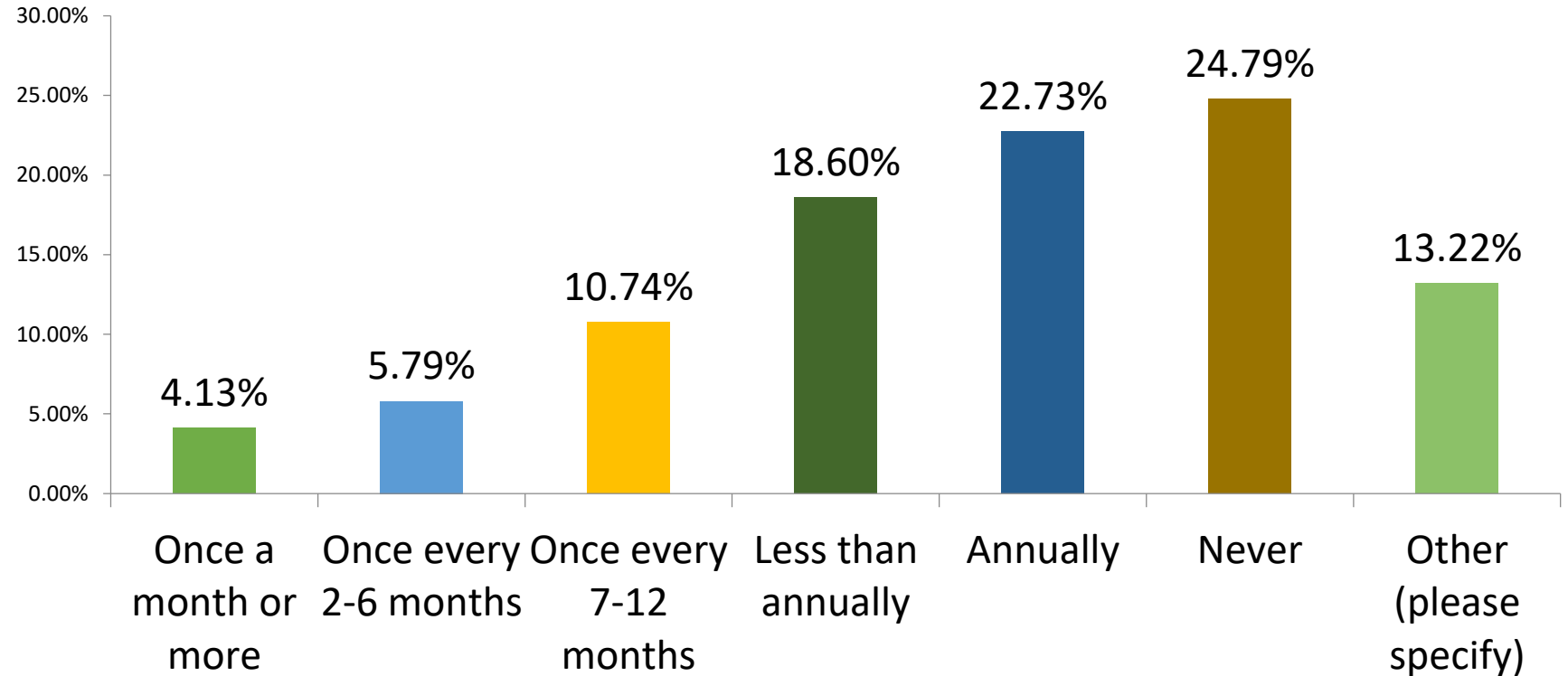# 32. How many paid staff members do you have (FTEs)?



| | | | | | | |
|---|---|---|---|---|---|---|
| ■ 0 | ■ 1-2 | ■ 3-5 | ■ 6-10 | ■ 11-25 | ■ 26-50 | ■ 51-100 |

Pie chart values: 37.22%, 26.90%, 14.34%, 10.31%, 7.17%, 2.69%, 1.35%

92 didn't respond

**33. How often do you conduct a client survey to determine food and service preferences?**

# 34. Please tell us more about how you would like SHH to share network news, best practices, updates, product information, etc.
## (select all that apply).