



**Marion-Polk Food Share  
Board Packet  
September 28, 2017**

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Please note: Financial reports are in a separate packet to the Board.  
Annual Report will be distributed at the Board Meeting.



# AGENDA

Board of Directors Meeting  
Thursday, September 28, 2017

8:00 – 8:15	<b>Light Breakfast</b>	
8:15 – 8:20	<b>Call to Order – Alex Beamer</b> <b>Guest Introductions – Rick Gaupo</b>	
8:20 – 8:25	<b>Consent Agenda – Alex Beamer</b> - Board Meeting Minutes, July 13, 2017 - Financial Statements ending July 31, 2017 - Approval of revised 17-18 budget - Pantry approval - Resolution for adding check signer (Ian Dixon-McDonald)	<b>Action: Board Vote</b>
8:25 – 8:30	<b>Board Member Vote – Cheryl Wells</b> - Re-election of board members - New board member election – Bahaa Wanly	<b>Action: Board Vote</b>
8:30 – 8:40	<b>Finance Update and FY 17-18 Budget – Jim Green, Holly Larson and Rick Gaupo</b> - Update on Food Share financial status - FY 17- 18 Budget discussion - FY 17-18 Budget vote	
8:40 – 8:50	<b>Development Update – Julie Hambuchen</b> - Update on Food Share Development status	
8:50 – 9:30	<b>Strategic Planning– Rick Gaupo and Ian Dixon McDonald</b> Discussion of Strategic Direction: Increase Service to Underserved/High-Need Populations	
9:30	<b>Adjournment – Alex Beamer</b>	

## Dates to Remember

**October 8:** Chefs' Nite Out @ 4pm-7pm

**October 26:** Board Meeting @ 8am-10am

**December 7:** Board Meeting @ 8am-10am

**December 14:** Board Christmas Party @ 6pm-9pm

Marion-Polk Food Share  
Board of Directors Meeting Minutes  
June 13, 2017

**Board Members Attending:** Alex Beamer, John Burt, Jim Green, George Happ, Julie Huckestein, Courtney Knox Busch, Bernadette Mele, Eileen Zielinski

**Staff Members Attending:** Kendra Boren, Rob Demchak, Eileen DiCicco, Ian Dixon-McDonald, Aalicea Dominguez, Rick Gaupo, Jesus Gutierrez, Julie Hambuchen, Corrina Hawkins, Robbin Kerner, Holly Larson, Allen Pfeiffer, Auzeen Rasaie, Lexi Stickel, Abisha Stone

**Call to Order**

**Alex Beamer** called the meeting to order at 8:15 a.m.

**Guest Introductions**

Rick Gaupo had staff introduce themselves. Two new staff members were Aalicea Dominguez and Kendra Boren.

**Consent Agenda**

**Alex Beamer** presented the following consent agenda items:

- Board Meeting Minutes, May 25, 2017
- Financial Statements ending May 30, 2017

**Jim Green** motioned to approve all consent agenda items. **George Happ** seconded, and the motion was unanimously moved.

**Finance Update**

**Jim Green** said finances are good. We expect to end FY17 better than projected.

Finance committee has reviewed the FY18 revised budget and recommends approval. Jim characterized the budget as conservative, and noted that it projects a deficit next year. When viewing the budget from a four year perspective (FY 17-20) the Food Share is projecting a slight operating budget surplus. The four year net operating view Biggest item of change

from last year's budget is the additional program revenue and expenses of running the South Salem Senior Meal site and the additional expenses in salary increases.

FY17-18 budget discussion: **George Happ** asked whether the strategic planning process was driving any budget change related to programming. **Rick Gaupo** said since we budget quarterly, resources will be pointed toward the strategic directions we set.

Rick explained the biggest budget changes were related to wages and to taking over the South Salem Senior Center (SSSC) community meal program.

\$140,000 in the FY18 budget was for salary adjustments. Ranges were based on a comprehensive salary survey.

The revenue and expenses for taking over the SSSC meal site cancel each other out at about \$100,000. Rick said the question on table with NWSDS is next steps toward running Meals on Wheels in our two-county area.

**FY17-18 budget vote:** **Jim Green** moved to approve the FY18 budget, **John Burt** seconded, and the motion was unanimously approved.

### **Strategic Planning**

Discussion of Strategic Plan – Strategies

**Rick Gaupo** opened the discussion about the Strategic Plan by saying we're not talking about what's happening next year, we're looking about 10 years out and how to start aligning ourselves toward that. He mentioned that 10 years ago (FY07) the Food Share's operating budget was just under \$2 million and we had 21 staff. In FY17, the budget was \$4.2 million, 116% growth; and we had 48 staff, 129% growth.

Our strategic direction is toward a healthy, caring, resilient and strong community. At this time, 9 pathways have been identified to achieve results in these areas. One of our challenges is in engaging communities outside of Salem/Keizer.

**Alex Beamer** said we must address how we can reduce hunger long-term; how we leverage our efforts for maximum community impact; how we engage each community to help in more ways to meet their specific needs and desires. Need to go community by community. A lot of discussion about community engagement followed.

**George Happ** noted we would need to strike a delicate balance with other NGOs and government entities in target communities.

**Julie Huckestein** talked about the work Chemeketa Community College does through its satellite campuses, noting that physical presence in a community is important. Examples: Woodburn campus serves as a community center because it includes DHS, WorkSource, and

CCC; in Dallas, a lot of activity is related to the high school. For success, a lot of relationship building needs to take place. She recommended looking at areas of greatest needs – figure out how to share the resources. Pilot and see what works.

**Eileen Zielinski** agreed we must partner with others in communities. **John Burt** said we need to be in the community and it requires resources; that's a huge conversation. **Jim Green** agreed if we're going to reach outside of Salem we have to have a physical presence. He cited Grand Ronde as an example.

### **Executive Session – Alex Beamer**

Executive Director Compensation

**Jim Green** moved to approve the Executive Committee's recommendation for the President and CEO's annual salary. It was noted that this salary is consistent with the salary increase targets set by the board and implemented throughout the new wage structure of the Food Share. **Julie Huckestein** seconded the motion, and it was unanimously moved.

### **Adjournment**

Alex Beamer adjourned the meeting at 9:30 a.m.

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Courtney Knox Busch  
Board Secretary



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Date: September 26, 2017  
To: Marion-Polk Food Share Board of Directors  
From: Auzeen Rasaie  
Re: New Agency Partner – Idanha/Detroit Food Pantry

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The following agency has submitted a request to become an official Partner Agency of Marion-Polk Food Share. They have completed the initial application and review process, and have been approved for acceptance by the appropriate Programs and Operations Department staff.

**Agency Name:** Idanha/Detroit Food Pantry

**Location:** 397 Church St., Idanha, OR 97350

**Type of Service:** Weekly Food Pantry

**Date and Time of Service:** Every Thursday, 9:30 AM- 2:30 PM

**Number of Persons Served:** 80-90 individuals/month

**Agency Type:** Priority 1A, USDA

The Idanha/Detroit Food Pantry is coordinated and supported by two churches, the Detroit Community Church and Idanha Church. For the past 5 years this site has been an additional mobile site connected to MPFS's Partner Agency Mehama Community Church, Joseph Storehouse of Hope, who has given a portion of their allocation to this area after recognizing the great need of this remote community. The site has been supported throughout this relationship by its own volunteer base. Additionally, Idanha/Detroit Food Pantry has been an MPFS Partner Agency utilizing the Neighborhood Fresh Connect program since April 2017 and have continued to perfect their ability to locally source food and funds for those in need through community partnerships.

Idanha/Detroit Food Pantry has applied as a 1A USDA Pantry. This means that they will be offered regular allocations of donated and USDA food, as well as have the ability to shop from our agency shopping area in the warehouse. As an agency, they will pick up their allocations once a week and warehouse shop prior to their weekly distribution. This has minimal addition of work to our operations and programs department. Food allocated to a pantry of this size is also minimal in amount, so the addition of a pantry to our agency allocation will not significantly decrease the amount available to other agencies.

The long standing relationship and flexibility of Idanha/Detroit Food Pantry shows that they will continue to be a successful group and a good fit as an agency in the Marion-Polk Food Share network.

Attachments:

Agency Information

# *Idanha/Detroit Food Pantry Program*

## **Description**

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The Idanha/Detroit Food Pantry is coordinated and supported by two churches, the Detroit Community Church and Idanha Church. For the past 5 years this site has been an additional mobile site connected to MPFS's Partner Agency Joseph Storehouse of Hope in Mehama, who has given a portion of their allocation after recognizing the great need of this remote community. The site has been supported throughout this relationship by its own volunteer base. Additionally, Idanha/Detroit Food Pantry has been an MPFS Partner Agency utilizing the Neighborhood Fresh Connect program since April 2017, faithfully picking up fresh produce and baked goods weekly. They have continued to locally source food and funds for those in need through community partnerships.

This food pantry has support from throughout the Santiam Canyon through its existence and is actively pursuing outside grants in order to build capacity and make improvements. More recently, they have received generous donations of cement to build an additional unit to improve pantry space from Siegmund Excavation & Construction, as well as a private donation of two commercial refrigeration and freezer units. They receive food from other community sources, such as the Mill City Gleaners as well and are in search of additional food sources to supplement. This community and neighboring communities recognize and are actively addressing the issues of hunger and access in Idanha, Detroit, and small neighboring towns that are also in need of an accessible pantry location with regular weekly hours.

As mentioned above, this pantry has been operating with support from Joseph Storehouse of Hope, which had allowed them to operate once a month. Joseph Storehouse of Hope and Idanha/Detroit Food Bank approached MPFS with wishes to have Idanha/Detroit Food Pantry to run independently moving forward, allowing for full ownership of their community's needs. As Neighborhood Fresh Connect Partners, they have expanded to serve their community on a weekly basis and wish to enrich their weekly pantry offerings with a full food supply. On a monthly basis, their numbers have slowly increased as word spreads of the new offering of fresh fruits and vegetables, as well as their expanded days of service, having served almost 60 individuals their first month as a Neighborhood Fresh Connect Partner, and serving close to 90 after 6 months of operation. Additionally, this group offers delivery services to those who are homebound and unable to access the pantry themselves, recognizing and addressing these additional needs in the community. Since adding produce as a regular offering, Idanha/Detroit Food Pantry's volunteers have expressed their amazement over the great reception and unrecognized need they are proudly addressing for fresher and healthier options.

Idanha/Detroit Food Pantry's ability to step up their involvement and handle the additional requirements, such as monthly reporting and weekly MPFS warehouse shopping, has shown that they are a strong dedicated group. With the addition of independently ordering and picking up their own allocation, this group will be able to more effectively meet the needs of their remote community.

**RESOLUTION TO CHANGE/ADD SIGNERS ON MPFS BANK ACCOUNTS**

The purpose of this resolution is to specify signers for Marion-Polk Food Share bank accounts.

**Whereas**, the Marion-Polk Food Share Board of Directors would like to authorize to change or add signers for Marion-Polk Food Share bank accounts.

**Now, therefore, be it resolved**, that the following individuals be the only authorized signers for the Marion-Polk Food Share bank accounts listed below:

*Authorized Signers*

Rick Gaupo	President
Julie Hambuchen	Vice President of Development
Ian Dixon-McDonald	Vice President of Programs
Mike Garrison	Board Chair
Alex Beamer	Board Vice-Chair
Jim Green	Board Treasurer

*Bank Accounts*

COLUMBIA BANK (Formerly West Coast Bank)	Account #30013452 (Checking) Account #124014598 (Money Market)
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KEY BANK	Account #96101076 (Checking)
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MAPS Credit Union	Account # 2000368795 (CD #1 of 5) Account # 2000368805 (CD #2 of 5) Account # 2000368847 (CD #3 of 5) Account # 2000368834 (CD #4 of 5) Account # 2000368818 (CD #5 of 5)
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MORGAN STANLEY/ SMITH BARNEY	Account # 899-107084-339
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PIONEER TRUST BANK	Account #5001479 (Checking)
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UMPQUA BANK	Account #972043970 (Money Market)
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US BANK	Account #253600878727 (Savings) Account #153690742926 (Money Mkt.) Account #153602385590 (Checking)
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WELLS FARGO BANK	Account #9271201171 (Savings) Account #6403307579 (Checking)
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**Adopted September 28, 2017 by unanimous approval of the Marion-Polk Food Share Board of Directors.**

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Alex Beamer  
Board Chair

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Courtney Knox Busch  
Board Secretary



## Board of Directors Re-Election of Board Members September 2017

The following individual Board members' terms are expiring in September 2017. These Board members have expressed their willingness and desire to serve the community and the Food Share through continued Board service.

Furthermore, Governance Committee members have interviewed each of these Board members and recommends that Marion-Polk Food Share's Board of Directors re-elect each of the members listed below.

The Board members proposed for re-election are:

		Term	Term Ending Date
1	Eileen Zielinski	1 Year	September 2018
2	Cheryl Wells	3 Years	September 2020
3	Courtney Knox Busch	3 Years	September 2020
4	Frances Alvarado	3 Years	September 2020
5	Mike Garrison	3 Years	September 2020

Bahaa Wanly is currently the Chief Operating Officer of Salem Health and Vice President of Salem Health Medical Group.

Bahaa and his family moved back to Oregon, from Seattle, Washington. Bahaa has a wide array of Executive Leadership skills and experiences, in Seattle as an Administrator at UW Medicine; University of Washington Medical Center, Seattle, WA. Bahaa was the Administrator of over 29 specialties and programs across multiple sites and was involved in various system initiatives such as building an ambulatory network for Accountable Care and strategic expansions to support the health system. His previous roles include healthcare administration in community and academic hospitals and clinics. He has served as a healthcare consultant in areas of process improvement and strategic planning. Some notable accolades include the federal government 2014 State of Washington Community Leader of the year award and in 2010 he was recognized and awarded as UW Medicine Leader of the year. He is also an active board member of the UW MHA program.

Bahaa obtained his Bachelor of Arts, Ethnic Studies and his Bachelor of Science, Health Administration from Oregon State University in 2004 and in 2006 obtained his Masters in Health Administration from the University of Washington.

Bahaa and Ruth have three children, Khadija (6), Mozafar (5) and Amina (2) who enjoy attempting to cook Food Network dishes, play sports and most importantly watch the Seahawks.





## Board of Directors Slate of Officers and Committee Chair Appointments 2017-2018

### Officers

The following individuals are being recommended by the Governance Committee to fulfill the officer positions of Marion Polk Food Share for service term of September 2017- September 2018. The whole Board votes on Slate of Officers.

Board Chair	Alex Beamer	Sep 2017-Aug 2018
Administrative Vice-Chair	Cheryl Wells	Sep 2017-Aug 2018
Secretary	Courtney Knox Busch	Sep 2017-Aug 2018
Treasurer	Jim Green	Sep 2017-Aug 2018

### Committee Chairs

The following individuals are being recommended by the Governance Committee to be appointed to chair the following Board committees for the service term of September 2017- September 2018. Appointments are made by the Board Chair.

Executive Committee	Alex Beamer	Sep 2017-Aug 2018
Finance Committee	Jim Green	Sep 2017-Aug 2018
Governance Committee	Cheryl Wells	Sep 2017-Aug 2018
Community Impact	Courtney Knox Busch	Sep 2017-Aug 2018



## Board of Directors Roster by Term of Office

Board Members FY 17-18 (Date joined the Board)		To Sept 2018	To Sept 2019	To Sept 2020
1	Brenda Tuomi <sup>2</sup> (2016)	✓		
2	George Happ <sup>3</sup> (2003)	✓		
3	John Burt <sup>3</sup> (1995)	✓		
4	Eileen Zielinski <sup>1</sup> (1996)	✓		
5	Alex Beamer <sup>3</sup> (2009)		✓	
6	Esther Puentes <sup>3</sup> (2004)		✓	
7	Jim Green <sup>3</sup> (2004)		✓	
8	Julie Huckestein <sup>3</sup> (2016)		✓	
9	Warren Bednarz <sup>3</sup> (2010)		✓	
10	Walter Smith <sup>2</sup> (2017)		✓	
11	Cheryl Wells <sup>3</sup> (2014)			✓
12	Courtney Knox Busch <sup>3</sup> (2014)			✓
13	Frances Alvarado <sup>3</sup> (1993)			✓
14	Mike Garrison <sup>3</sup> (2004)			✓
15	Bahaa Wanly <sup>1</sup> (2017)	✓		
<b>Totals</b>		<b>5</b>	<b>6</b>	<b>4</b>

<sup>1,2,3</sup> One-Year, Two-Year, or Three-Year Term

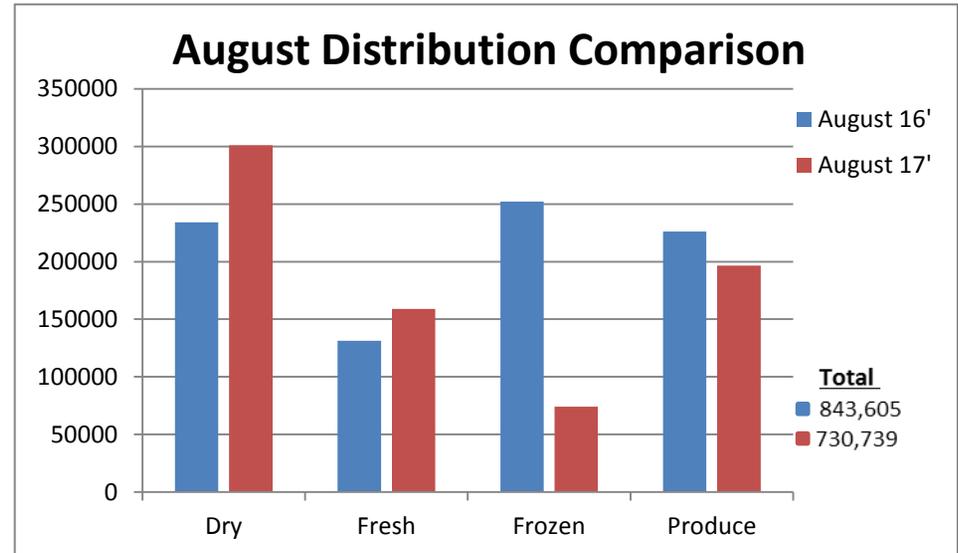
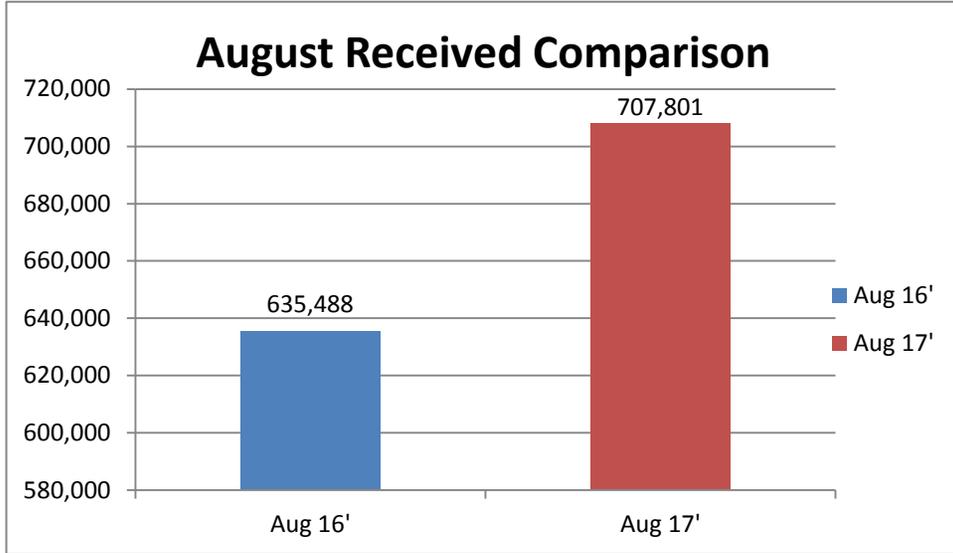


## Board of Directors Committee Assignments FY 17-18

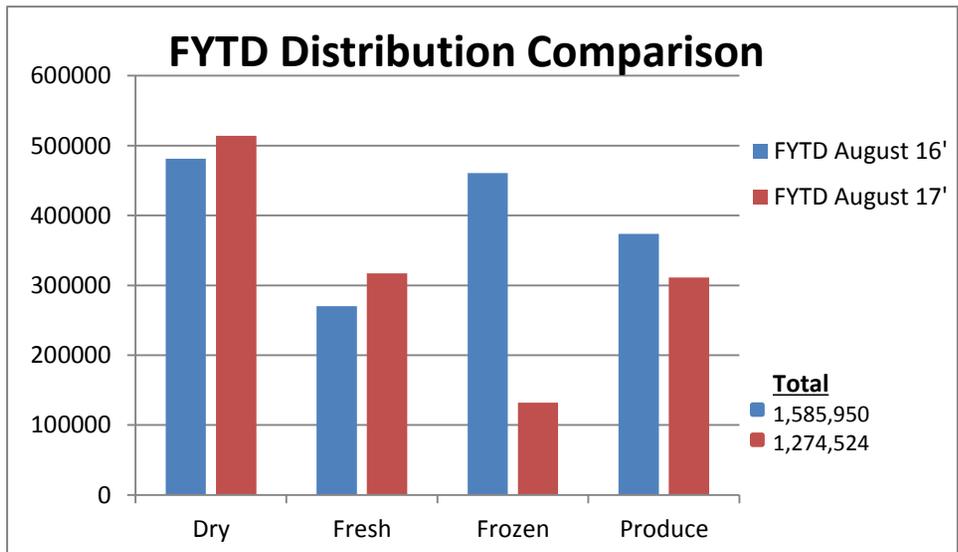
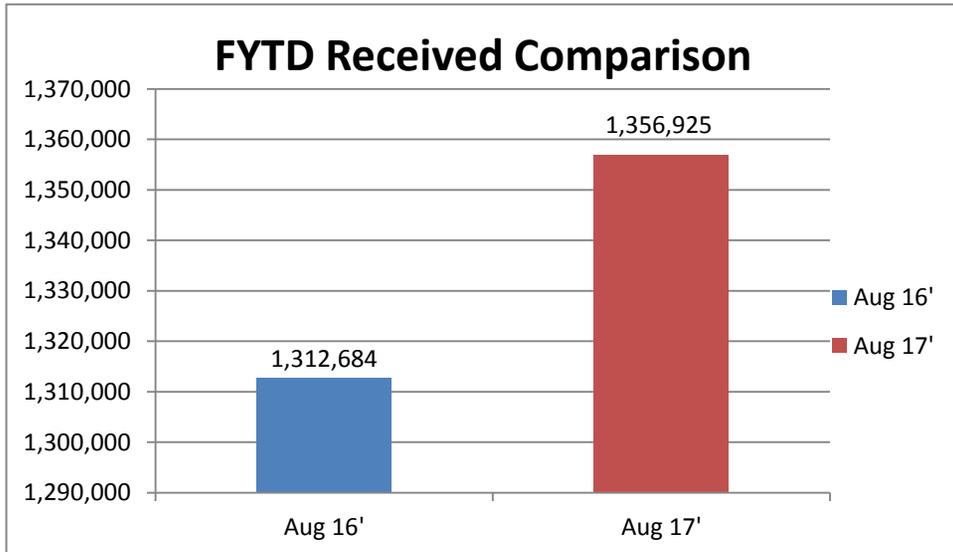
	Executive	Budget & Finance	Governance	Community Impact
Alex Beamer	1st	2nd		3rd
Brenda Tuomi				1st
Cheryl Wells			1st	2nd
Courtney Knox Busch				1st
Eileen Zielinski	1st			
Esther Puentes	1st			2nd
Frances Alvarado			1st	2nd
George Happ	1st			
Jim Green	2nd	1st		
John Burt			1st	
Julie Huckestein		1st		2nd
Mike Garrison	1st		2nd	3rd
Walter Smith		1st		
Warren Bednarz		1st		
	<b>6</b>	<b>5</b>	<b>4</b>	<b>8</b>
	Denotes Committee Chair			

# Monthly Food Report For August

## Monthly Receipts and Distribution Comparisons



## FYTD Receipts and Distribution Comparisons





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Date: September 19, 2017  
To: Marion-Polk Food Share Board of Directors  
From: Julie Hambuchen  
Re: Development news

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### **Farm to Table Results**

Thank you to all Board members who attended Farm to Table, and those who invited others to attend. Overall, the community gave \$156,766, including a generous match from the Midland Foundation. Compared to last year, ticket sales, auction revenue and sponsorships all increased. The special appeal was down slightly, which means we'll need to adjust our strategy next year. With a guest count of 278, the evening was a great success. A report of results is included in this packet.

### **Donor Appreciation Lunches**

A big thank you to each Board member who attended a donor or volunteer appreciation event this year, including Jim, Eileen, Mike, Warren, Bernadette, John, Esther, and Frances. This year, we held three Sustainer appreciation lunches, a Meals on Wheels volunteer dinner, and a Leadership donor appreciation lunch.

### **Direct Mail Results**

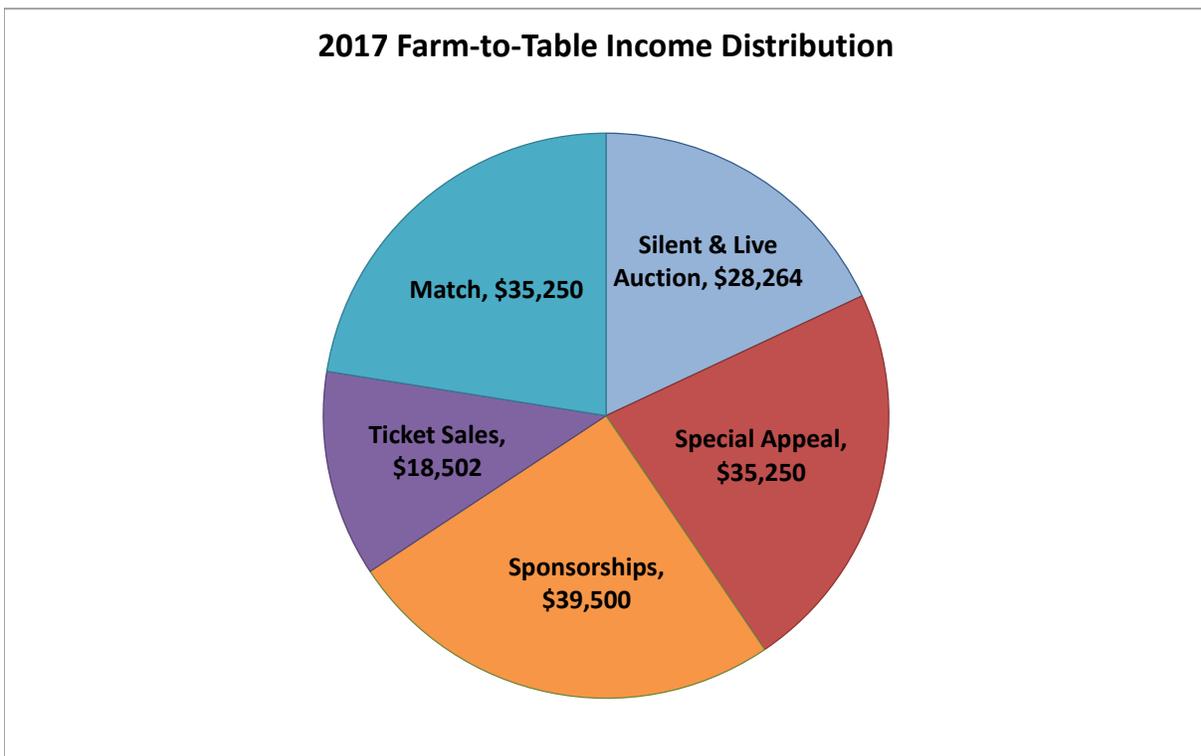
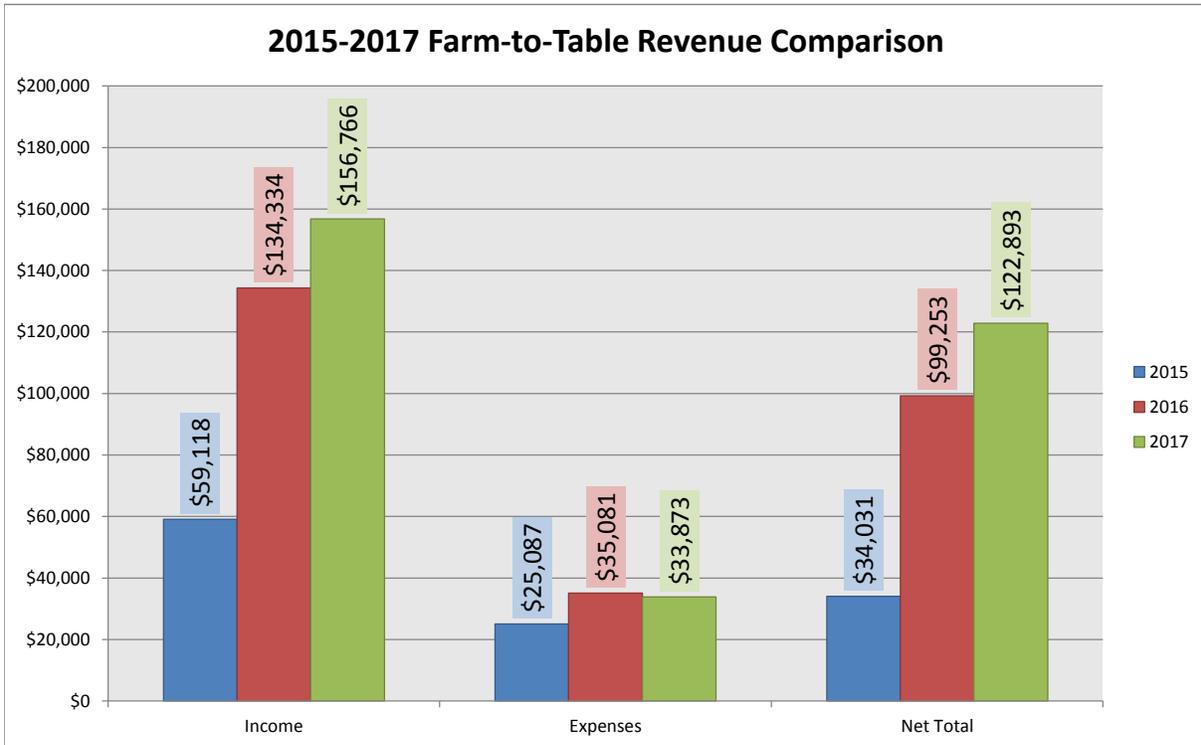
In response to declining direct mail revenue and decreased new donor acquisition, we engaged Grizzard Communications in Fall 2016 as our direct mail agency. Working with them for seven months in FY17, we increased new donor acquisition by 47% over the previous fiscal year, from 1,093 new donors to 1,608. Direct mail revenue increased by 43% over the previous fiscal year, from \$310,455 to \$443,690.

### **Major Donor Engagement**

We have made significant progress on major donor engagement. We reorganized staff responsibilities to focus more time on moving this forward. We now have strategic individual donor plans for 6 key donors (with a goal of 30 by the end of FY18), and those donors are receiving more consistent stewardship, impact reporting and outreach. Rick is having more personal interactions with donors, and we have received significant donations, including a three-year pledge for the Youth Farm and a \$25,000 unsolicited gift during a stewardship visit. We are currently reorganizing donor portfolios to increase the number of Food Share staff and Board members who are connecting with donors.

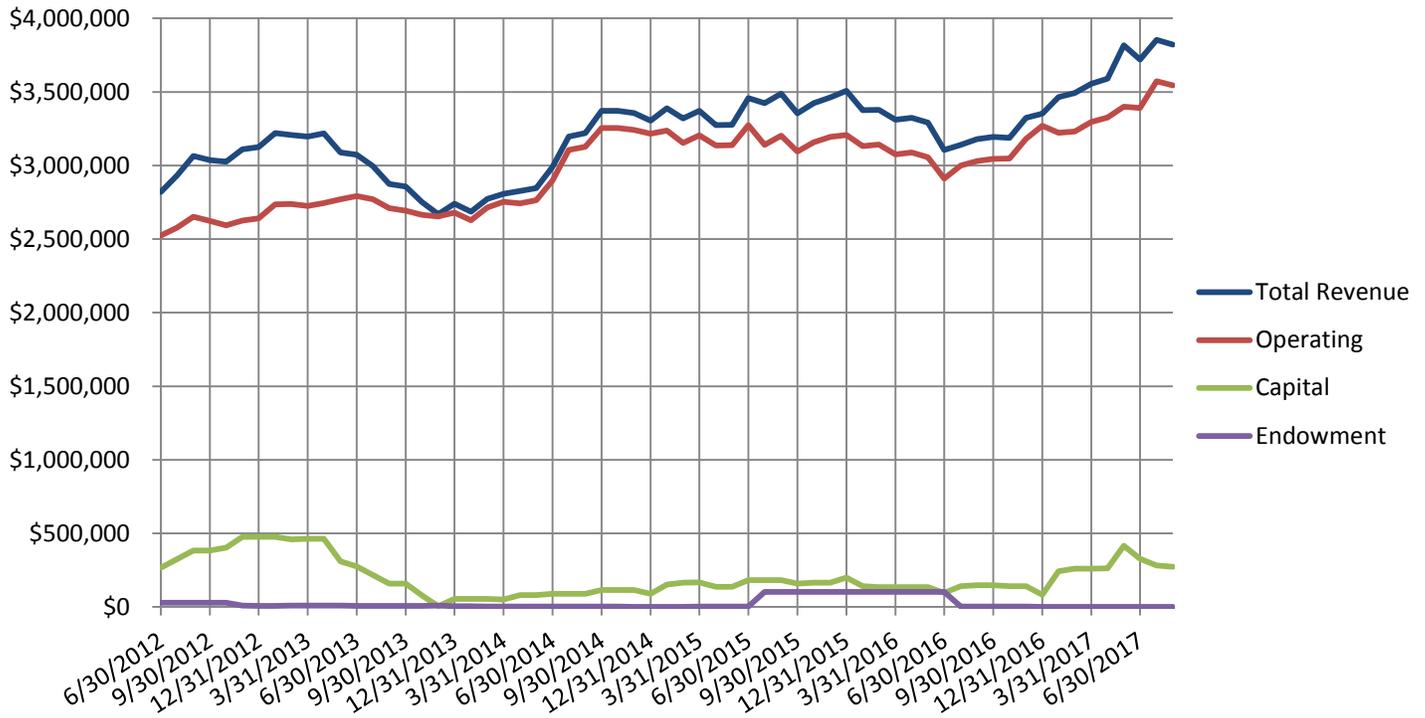
### **Chefs' Nite Out on October 8**

Please mark your calendars for Sunday, October 8, and join us for an afternoon of the Mid-Valley's best food and drinks. Tickets are on sale at the front desk or on the Food Share's website.

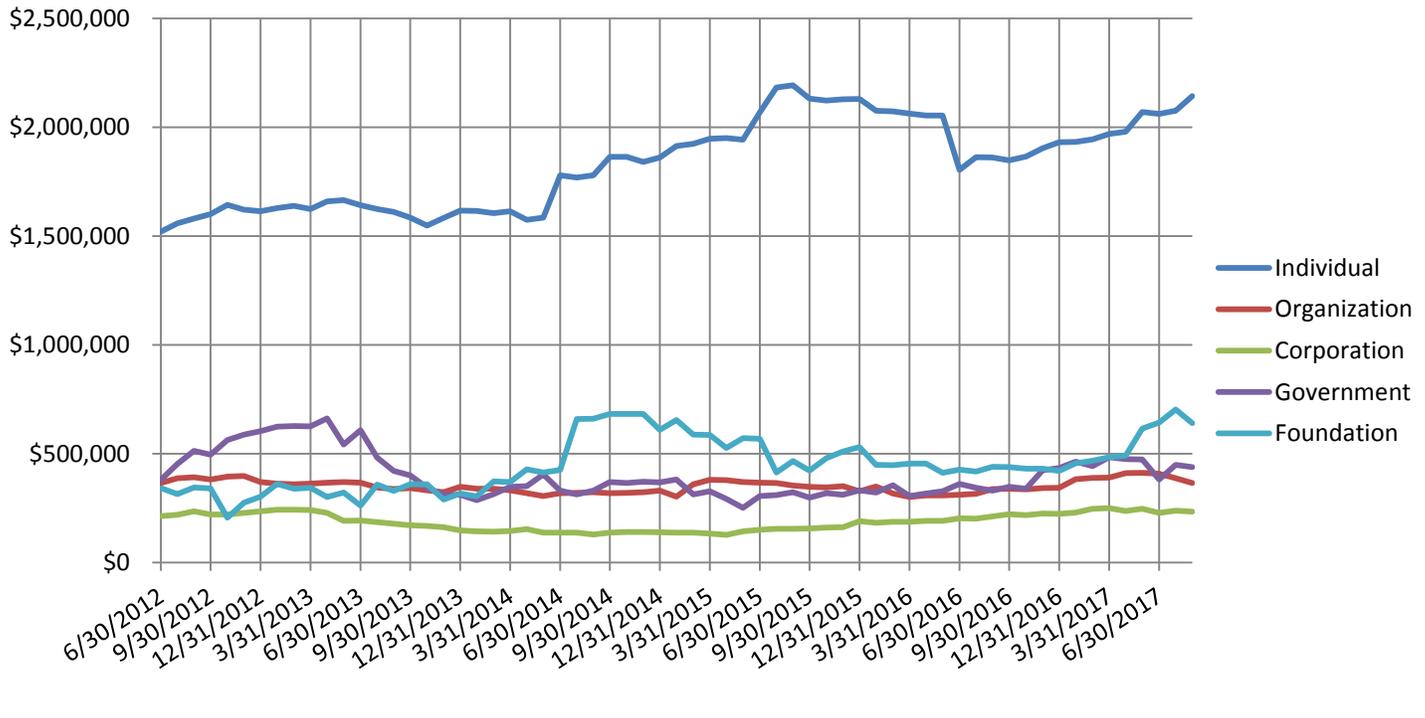


	2015	2016	2017
# of Tickets Sold	116	225	284
# of Attendees		200	278
# of Sponsors		11	12
# of Farmers/Other Providers		8	11
% of Bidders who gave to Special Appeal		57%	48%

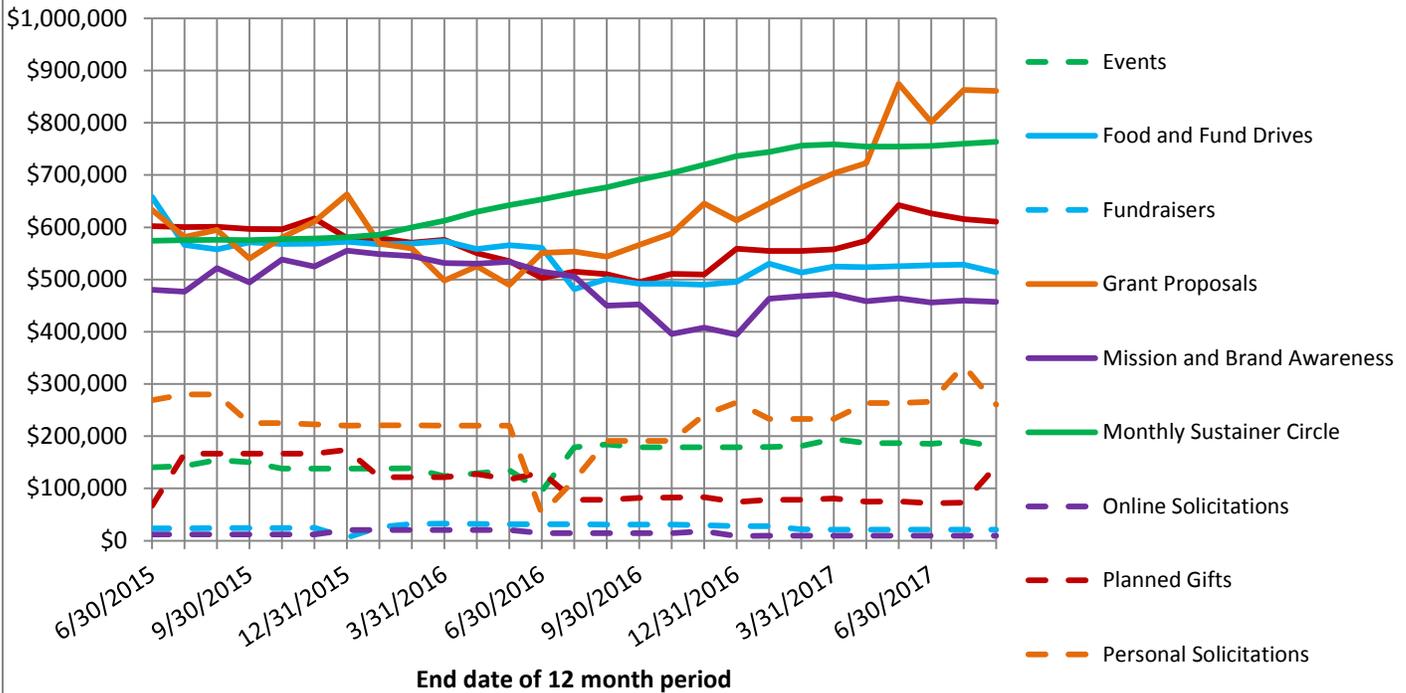
### Total Giving by Fund Type Rolling 12 Months



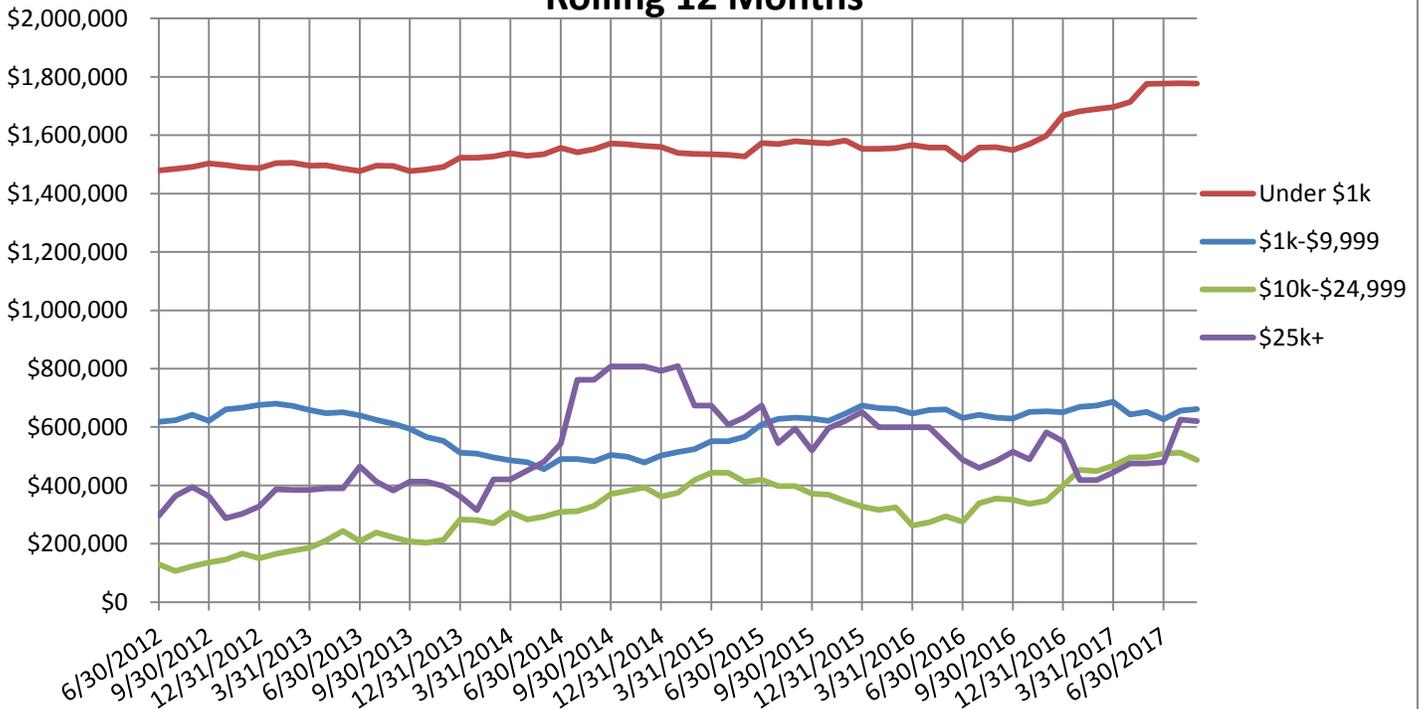
### Total Giving by Constituent Type Rolling 12 Months



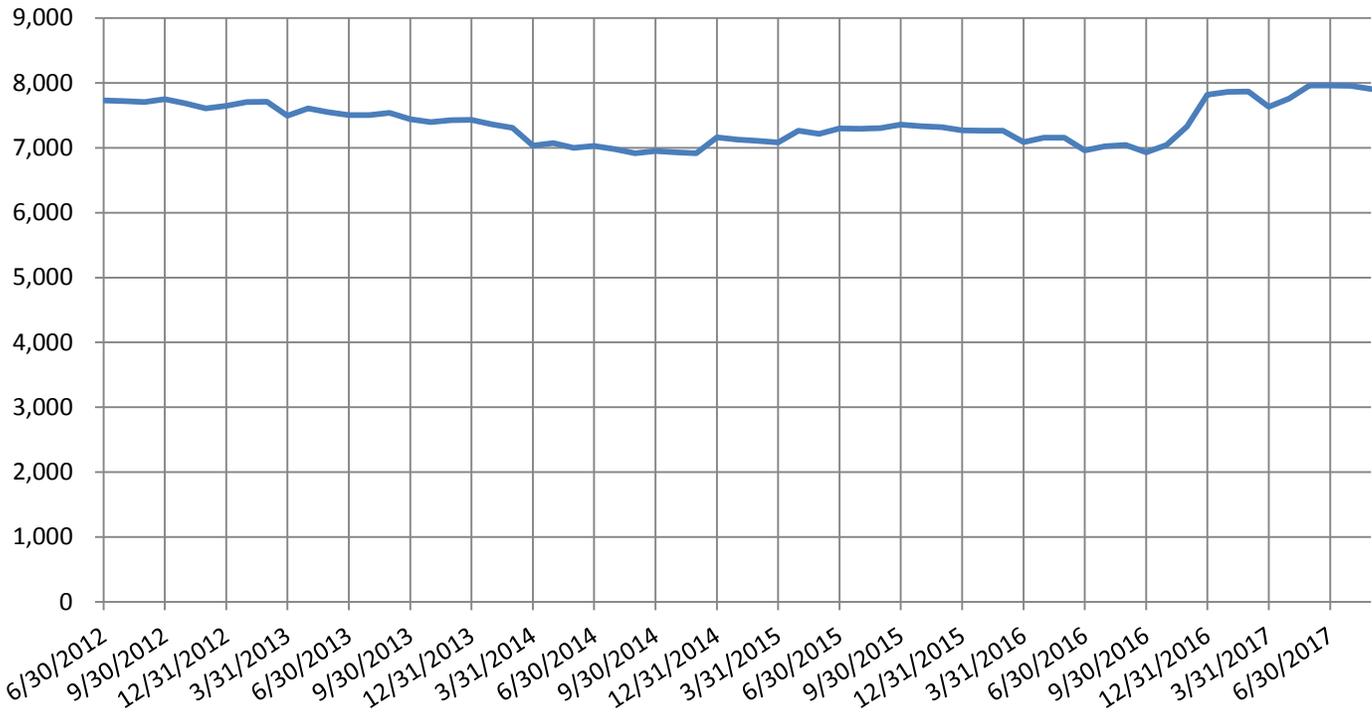
### Total Giving by Activity Rolling 12 months



### Operating Gifts by Gift Size Rolling 12 Months



## Number of Donors Rolling 12 Months



## Increase Service to Underserved/High-Need Populations

Dear Board members,

At this Board meeting, we will talk about one of our core elements of our strategic planning  
- Increase Service to Underserved/High-Need Populations

Serving underserved/high-need populations is both an issue of addressing:

- 1) The barriers to accessing nutritious food, and;
- 2) The systemic reasons that hunger and poverty are so deeply connected to people of color, to senior, to children, and rural populations.

At the Board meeting, we will discuss our role addressing social justice issues as a response to hunger and poverty in our community.

One example of a Food Bank taking this issue of addressing Underserved/High Need Populations is the Community Food Bank of Southeast Arizona.

(<https://www.communityfoodbank.org/>)

I look forward to this discussion.

- Rick Gaupo

## Increase Service to Underserved/High-Need Populations

### What we will do (activities)

- 1) **Conduct assessment to determine populations or groups most in need of attention.**
- 2) **Build relationships with other groups focusing on serving underserved populations**
  - Identifying and spending time with stakeholders or groups that already exist and actively supporting their current work
  - Increase presence at community events focused on underserved groups
  - Work with geographic communities to understand their highest demographic populations needs
  - Be willing to ask partners and organizations to have frank conversations about how well we're serving now
- 3) **Develop internal skill set, practices and organizational culture to better serve underserved populations.**
  - More staff understanding of historical and current inequities (diversity and equity training)
  - Intentional recruitment in hiring
  - Develop an equity statement and a framework or value filter for program development and general decision making.
- 4) **Change programs or develop new programs which are more attuned to specific population needs**
  - More training for partners of all kinds, ex. Garden coordinators; strengthen partners for specific service to underserved populations
  - Evaluate current partnerships for alignment with values; help them improve, or shift away from some partnerships.
  - Examples:
    - Mobile food pantries;
    - “Seed” pantries or meal sites (set up new pantries for gradual hand-off to community members; replicable model for start-ups.
    - Increase participation in entitlement programs – we need to know what programs are available and where they're headed
    - Seeking collaborative grants with other groups, provide mini-grants.

**Bellwether metric:** Have a clearly developed value-based filter for designing programs; active utilization of filter; metric based on service numbers, metric based on feedback from specific populations/groups; organizational assessment of progress toward metrics