



Marion-Polk Food Share
Board of Directors Meeting Minutes
Thursday, January 28, 2016

Board Members Attending: Alex Beamer, Cheryl Wells, Jim Green, John Burt, Courtney Knox Busch, Eileen Zielinski, Warren Bednarz, Dick Yates, George Happ, Esther Puentes

Staff Members Attending: Rick Gaupo, Julie Hambuchen, Holly Larson, Rebecca Long, Eileen DiCicco, Corrina Hawkins, Ian Dixon-McDonald, Abisha Dunivin

Call to Order:

Alex Beamer called the meeting to order at 8:18 a.m.

Finance Update:

Jim Green and Holly Larson reported on the January Finance Committee meeting, referring the board to meeting notes. Jim shared some items impacting numbers: the revaluation of food and increases in program costs and revenue at Meals on Wheels and Iskam Mək^hMək-Haws, for example. Jim further referred the board to the financials in the board packet for a deeper view.

Consent Agenda:

Alex Beamer presented the following consent agenda items:

1. December 2015 board meeting minutes
2. MPFS financial statements ending December 31, 2015

George Happ motioned to approve all consent agenda items, Warren Bednarz seconded, and the motion was unanimously moved.

Executive Committee Update:

Alex Beamer shared the status of the Executive Committee's focus on strategic planning. **Alex** reviewed the one-year timeline and planning teams document to update the board on the strategic planning process.

The strategic plan will be developed by meeting with stakeholders, including the board, leadership team, staff members, partner agencies, clients, representatives from communities served, government officials and staff, poverty related organizations, and churches. A consultant hired by the advisory board will help to define this process.

There will be a coordinating team consisting of **Rick Gaupo, Alex Beamer, Cheryl Wells,** and **Ian Dixon-McDonald** which will own the process and see that it stays on track, with guidance throughout.

The process will result in a 10-year vision as well as a 4-year plan with clear objectives and goals. Annual work plans will be developed from the 4-year plan, beginning with the annual work plan for fiscal year 2017-18. **Rick** added that the strategic planning process offers the Food Share the opportunity to ask how big and bold we want to be, to achieve a balance between providing emergency food and other innovative community offerings.

Rick next gave an update on the employee compensation project. **Alex** introduced the topic by sharing his perspective that the board's role in employee compensation planning is to give wise counsel and understand budgetary impacts, while the CEO's role is to shepherd the process and make decisions regarding compensation. **Rick** shared that information received from the salary survey will be used to develop a recruitment and retention strategy as well as guide compensation decisions.

Rick outlined two questions he asked the Executive Committee in advancing this project. First, he sought clarity in obtaining comparable data from our consultant, the MBL Group. Most organizations use budget size to make comparisons. The Food Share's budget is not straightforward because it includes cash as well as food and in-kind gifts, and because the size and complexity of the Food Share differs from other organizations with a similar budget. The Executive Committee advised that both cash and the value of food be included in obtaining budget comparisons. The Board agreed with this approach.

The second question **Rick** asked was about pay-range strategy. The Executive Committee advised that the Food Share pursue the strategy of being "above average" in the 60th to 80th percentile of wages with a general target of salaries at the 70th percentile. Several board members echoed support for this plan. **Rick** added that it will take multiple years for the Food Share to realize this goal. Individual performance and value added will be considered as adjustments above and below the target.

Programs Changes:

Rick presented proposed changes to three programs: Spring Break Lunch, production farming, and Better Burger.

Rick explained that during the many years since Spring Break Lunch was started, support by Salem-Keizer Education Foundation and other groups has increased. School districts are taking a larger role. **Ian Dixon-McDonald** explained that the result is the opportunity for the Food Share to reduce site coordination and to increase support in food and support of smaller, rural communities that need it. **Ian** added that Spring Break Lunch 2016 will remain as it has been; in 2017, we will pull back from some Salem sites, provide food to whoever wants it, and support rural communities by working with them to meet their local needs, and identify organizations that can fill gaps.

Abisha Dunivin added that Spring Break Lunch will still meet needs, but differently. **Rick** emphasized that any whole program revision would come through the strategic planning process. **Cheryl Wells** raised a larger question strategic planning can explore: how we roll out services to children to meet the huge challenge of childhood hunger.

The Board supported this new direction of Spring Break Lunch.

The next program change discussed was production farming. **Rick** explained that, again, changes have impacted this program: by partnering with Farmers Ending Hunger and Salem Harvest, we now receive a large quantity of food by donation rather than needing to expend the resources to grow it ourselves.

Rick shared that we have an opportunity to sublease most of the acreage to a grass seed farmer. A discussion followed regarding the merits and drawbacks of pursuing this possibility. **John Burt** contributed information about current grass seed production practices. The Board supported staff's recommendations regarding the use of production farming land.

Due to lack of time, proposed changes to the Better Burger program will be explored in board committee meetings and revisited at the February board meeting.

Adjournment:

Alex Beamer adjourned the meeting at 9:35 a.m.

Rebecca Long
Executive Assistant

Esther Puentes
Board Secretary