



Marion-Polk Food Share Board Meeting Packet

September 22, 2016
8:00 – 9:30 am

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AGENDA

Board of Directors Meeting
Thursday, September 22, 2016

8:00 – 8:15	Light Breakfast
8:15 – 8:35	Call to Order – Alex Beamer Board Member & Officer Elections – Cheryl Wells → Action: Board Vote Guest Introductions – Rick Gaupo
8:35 – 8:40	Consent Agenda – Alex Beamer <ul style="list-style-type: none">- Board Meeting Minutes, July 14, 2016- Financial Statements ending July 31, 2016- Proposed Revised FY 2016-17 Budget Action: Board Vote
8:40 – 8:50	Strategic Planning Overview & Interview Training – Steve Patty Review of the overall strategic planning process and training on how to conduct community interviews
9:30	Adjournment – Alex Beamer



September 22, 2016
Strategic Planning

Dear Board Members,

Vision for the Future

What an exciting Board meeting we have planned. It's the official kickoff of our strategic planning processes, our chance to create our Vision for the Future.

At this Board meeting you will meet **Steve Patty**, our strategic planning facilitator. Steve is a nationally recognized leader in supporting organizations developing strategic direction. He has recently worked with Oregon Food Bank and Feeding America to assist in the development of their strategic plans.

My encouragement to the Board is the same advice I gave to staff. As we think about the future direction of the Food Share, let's think big. We are one of the most respected non-profit organizations in our community. We rally thousands of volunteers each year and raise millions of dollars in support of making sure no one in our community is hungry. We have an audacious responsibility to have big dreams and to channel all of this community support towards ending hunger in our community. Let's make this an exciting adventure that will guide us for years to come.

Board Members – New and Retiring

At this Board meeting we will be voting on two new board members – **Brenda Tuomi** and **Julie Huckestein**. Brenda is a Tribal Council Member for the Confederated Tribes of Grand Ronde. Julie is the President of Chemeketa Community College. The selection of Brenda and Julie is in large part thanks to all the good work of the Governance Committee, and specifically their goal of identifying Board members that will strengthen our connection to significant partnerships that we have created over the last several years.

This Board meeting is also the last Board meeting for outgoing Board member **Denny Young**. Denny has served on our Board since 1996! Denny's sharp mind and dedicated support for the Food Share cannot be overstated. Denny, thank you. You will be missed.

I look forward to seeing you all at the Board meeting. Let's dream big and create the community that we all want to live in.

Sincerely,



Rick Gaupo, CEO



Election of Board Members & Officers September 2016

Re-Election of Board Members

The following individual Board member's term is expiring in September 2016. 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 recommend 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 as follows:

		Term	Term Ending Date
1	Alex Beamer	3 Years	September 2019
2	Esther Puentes	3 Years	September 2019
3	Jim Green	3 Years	September 2019
4	Warren Bednarz	3 Years	September 2019

Election of New Board Members

The following individuals have expressed their willingness and desire to serve the community and the Food Share through Board service.

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

The individuals proposed for election are as follows:

		Term	Term Ending Date
1	Brenda Tuomi	2 Years	September 2018
2	Julie Huckestein	3 Years	September 2019

Officers

The following individuals are being recommended by the Governance Committee to fulfill the officer positions of Marion Polk Food Share Board of Directors for service term of September 2016-September 2017. The whole Board votes on the Slate of Officers.

Board Chair	Alex Beamer	Sep 2016-Aug 2017
Administrative Vice-Chair	Cheryl Wells	Sep 2016-Aug 2017
Secretary	Esther Puentes	Sep 2016-Aug 2017
Treasurer	Jim Green	Sep 2016-Aug 2017



Board Member Application Form

Thank you for your interest in serving on our Board of Directors! We will help you carefully decide whether you want to join, then we will orient you to our organization, train you in the roles and responsibilities of a member of a nonprofit Board, and place you into the committee that most closely matches your skills and interests.

If you have any questions, you can call Board Chair Alex Beamer at 503-910-1570 or President and CEO Rick Gaupo at 503-581-3855. We will review your application and get back to you soon.

Name	Brenda Tuomi
Phone	541.953.1122
Address	PO Box 418, Grand Ronde OR 97347
Email Address	brenda.tuomi@grandronde.org

Briefly describe why you would like to join our Board of Directors:

I realize the importance of nutrition when it comes to our education, health and well-being. I have personally witnessed poverty and hunger here in the United States and in my travels throughout the world and never want to see that in my community or any community.

Describe your current/prior organizational affiliations (names of the organization and your role(s)):

I am a Tribal Council Member for the Confederated Tribes of the Grand Ronde.

I have a B.S. in Educational Studies with a focus in Family and Human Services, and a M.S. in Educational Leadership from the University of Oregon. I worked for the University of Oregon for 18 years as I earned both of my degrees. I held the positions of Academic Advisor and Coordinator of Non-Traditional Students Programs.

Do you have a current or prior association with Marion-Polk Food Share or with volunteers, staff or Board members? If so, please provide detail.

I volunteer at Grand Ronde food bank and our community garden. I've been participating in Grand Ronde community food summit conversation, and serve on the Tribal Council which approves the Marion-Polk Food Share/CTGR contract to manage the food bank.

How would your experience and background be classified in terms of augmenting the composition of the Board?

- | | | |
|---|---|--|
| <input type="checkbox"/> Marion Co. rural nonprofit | <input type="checkbox"/> Polk Co. rural nonprofit | <input type="checkbox"/> Other nonprofit |
| <input type="checkbox"/> MFS Volunteer | <input type="checkbox"/> Food Industry | <input type="checkbox"/> Business |
| <input type="checkbox"/> Religious institution | <input checked="" type="checkbox"/> Public organization | <input checked="" type="checkbox"/> Community at large |
| <input type="checkbox"/> Other | | |

Which of your skills would you like to utilize on the Board? Check those that apply:

- | | | |
|---|--|--|
| <input type="checkbox"/> Board development | <input type="checkbox"/> Financial management | <input type="checkbox"/> Training |
| <input type="checkbox"/> Strategic Planning | <input checked="" type="checkbox"/> Fundraising | <input type="checkbox"/> Marketing |
| <input type="checkbox"/> Staffing/HR | <input type="checkbox"/> Program Evaluation | <input type="checkbox"/> Volunteer management |
| <input checked="" type="checkbox"/> Program development | <input checked="" type="checkbox"/> Community Networking | <input type="checkbox"/> Facilities management |

Other skills you would like to utilize:

What do you hope to gain for yourself out of your participation on the Board?

To gain more knowledge about the issues of hunger so I can share my passion with others to fire them up about creating a great healthy community.



Board Member Application Form

Thank you for your interest in serving on our Board of Directors! We will help you carefully decide whether you want to join, then we will orient you to our organization, train you in the roles and responsibilities of a member of a nonprofit Board, and place you into the committee that most closely matches your skills and interests.

If you have any questions, you can call Board Chair Alex Beamer at 503-910-1570 or President and CEO Rick Gaupo at 503-581-3855. We will review your application and get back to you soon.

Name:	Julie Huckestein
Phone	541.953.1122
Address	4000 Lancaster Dr NE, Salem OR 97305
Email Address	julie.huckestein@chemeketa.edu

Briefly describe why you would like to join our Board of Directors:

I have been a supporter of the Food Share for several years and now with the Youth Farm being located on Chemeketa's campus board membership, it felt like a natural fit and a way to make a difference for people.

Describe your current/prior organizational affiliations (names of the organization and your role(s)):

I am the President of Chemeketa Community College and before that I was the Vice-President of Finances for the College.

I have also been part of Parent Teacher Association; American Association of Women in Community Colleges (national and state); Salem Rotary; Marion Co. Reentry Council; Mid-Valley Regional Solutions; and Commissioner for the Northwest Commission on Colleges and Universities

Do you have a current or prior association with Marion-Polk Food Share or with volunteers, staff or Board members? If so, please provide detail.

I have been a sustaining member for the past five years and supported the move of the Youth Farm to Chemeketa Community College's campus.

How would your experience and background be classified in terms of augmenting the composition of the Board?

- | | | |
|---|---|--|
| <input type="checkbox"/> Marion Co. rural nonprofit | <input type="checkbox"/> Polk Co. rural nonprofit | <input type="checkbox"/> Other nonprofit |
| <input type="checkbox"/> MFS Volunteer | <input type="checkbox"/> Food Industry | <input type="checkbox"/> Business |
| <input type="checkbox"/> Religious institution | <input checked="" type="checkbox"/> Public organization | <input checked="" type="checkbox"/> Community at large |
| <input type="checkbox"/> Other | | |

Which of your skills would you like to utilize on the Board? Check those that apply:

- | | | |
|---|--|--|
| <input type="checkbox"/> Board development | <input checked="" type="checkbox"/> Financial management | <input type="checkbox"/> Training |
| <input type="checkbox"/> Strategic Planning | <input type="checkbox"/> Fundraising | <input type="checkbox"/> Marketing |
| <input type="checkbox"/> Staffing/HR | <input checked="" type="checkbox"/> Program Evaluation | <input type="checkbox"/> Volunteer management |
| <input checked="" type="checkbox"/> Program development | <input checked="" type="checkbox"/> Community Networking | <input type="checkbox"/> Facilities management |

Other skills you would like to utilize:

What do you hope to gain for yourself out of your participation on the Board?

I have long been concerned about food insecurity and how hunger impacts individuals, especially children. My husband and I have supported food pantries, both financially and with actual food donations to local and state organizations for several years. Food is a basic necessity to survive and I think we all know how people react when hungry. I love the concept of "Imagine...No Hunger." I can imagine it and would love to see it come true.

I am looking forward to working with the board and volunteers to achieve the mission.

Board Member (Date joined the Board)		2014 to 2017	2015 to 2018	2016 to 2019
1	Alex Beamer (2009)			✓
2	Esther Puentes (2004)			✓
3	Jim Green (2004)			✓
4	Julie Huckestein (2016)			✓
5	Warren Bednarz (2010)			✓
6	Cheryl Wells (2014)	✓		
7	Courtney Knox Busch (2014)	✓		
8	Dick Yates (2014)	✓		
9	Eileen Zielinski (1996)	✓		
10	Frances Alvarado (1993)	✓		
11	Mike Garrison (2004)	✓		
12	Bernadette Mele (2007)		✓	
13	Brenda Tuomi (2016)		✓	
14	George Happ (2003)		✓	
15	John Burt (1995)		✓	
Totals		6	4	5



Strategic Planning Proposal Excerpts

Excerpts from Steve Patty's strategic planning proposal follow. The proposal in its entirety can be found in the supplemental board packet.

Objectives

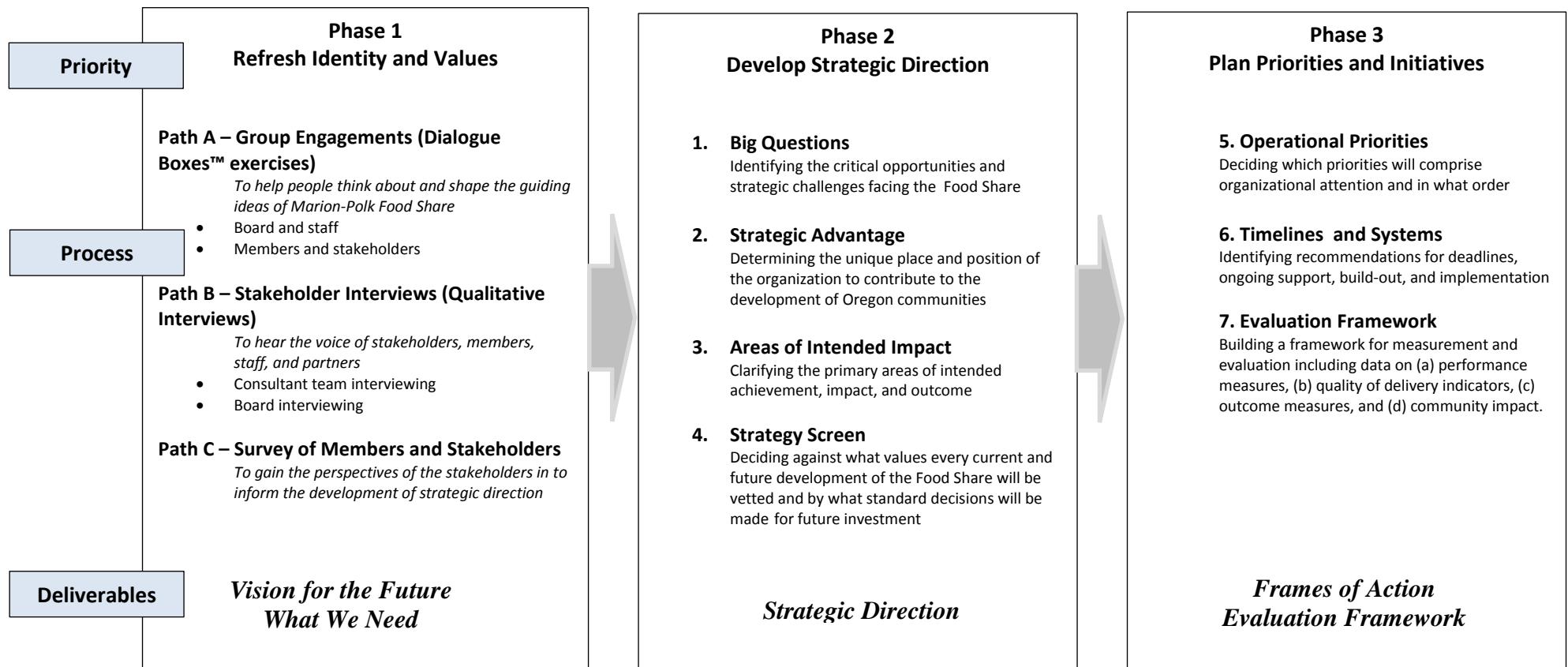
The primary aim is to **develop a strategic plan** which will provide direction for the future of Marion-Polk Food Share in light of the opportunities and challenges facing the organization:

- Objective 1** **Seek to understand the critical perspectives, needs, and aspirations for impact of staff, board, clients, and community members.**
When the intended achievements and impacts of an organization are crisp and compelling, it draws people to the mission. They want to participate. They see where you are heading. They recognize how people and communities will be different because of your presence and work. In addition, those already associated with you will experience re-ignited passion for the work. They will be reminded of the kind of impact Marion-Polk Food Share will have in the communities of Oregon.
- Objective 2** **Identify the needs and gaps between current realities and a possible future for Marion-Polk Food Share.**
Once the key features of identity for the organization are clarified and articulated, gaps between the current reality and the ideal can be seen. This analysis provides a backdrop against which strategic planning can be situated. Strategic direction requires fidelity to the organization's identity, sensitivity to the gaps between the current reality and future aspiration, and a sense of the possibilities for the best version of the organization in the future.
- Objective 3** **Define the strategic priorities for direction.**
Identifying the strategic direction depends on an analysis of the big questions, strategic advantages, primary emphases of achievement and impact, and the key strategy screens. These provide the platform from which strategy can be seen and clarified. A strategic direction is the intent for progress along the organization's growing edge to maximize opportunities and navigate the challenges. For Marion-Polk Food Share, this means a clear articulating of the way forward that will both protect the legacy of the past as well as stretch powerfully and influentially into the future.
- Objective 4** **Develop trajectories of strategic initiative and innovation to secure an extended reach and amplified effect.**
This step provides an opportunity to consider next steps of priority. From a solid and healthy "root stock," provided by the first few objectives of the strategic plan, priorities and trajectories will emerge. This requires fidelity both to the "who we are" part of the strategic plan, as well engagement in guided exercises for creativity and innovation which will produce new possibilities. The result of this will not only be fresh developments of strategic initiatives, but also new efforts for strategic advancement.
- Objective 5** **Provide a plan for operational priorities for the next 3-5 years.**
Once your strategy is in play, the operational tactics can be set. These provide a framework for the work plan, resource allocation, innovation, and implementation. Essential to this part of the plan is defining key benchmarks and indicators of outcome and impact.
- Objective 6** **Build an evaluation framework.**
The final step is to build an evaluation framework that provides reliable data in four areas: (1) performance measures, (2) quality of program delivery indicators, (3) outcomes in the mental, behavioral, and emotional domains, and (4) impact measures. These elements provide a balanced and robust view of the progress and effect of the organization.



Prologue:

Identify Strategic Planning Task Force members; Review current “work to date;” Scan precedents in field; Propose detailed process and terms



Epilogue:

Design for strategy engagements



Marion-Polk Food Share

Strategic Planning Map

[Yellow square] denotes Board participation

August	Prologue (August)
	Meeting and briefing Strategic Planning Task Force
	<ul style="list-style-type: none">• Monthly conference call scheduled• Drafts of every step provided
September - Mid-November	Getting Clear (September – Mid-November)
	Path A - Community Dialogue Sessions
	ID of participants for Community Dialogue sessions
	Invitations to DB sessions
	Community Dialogue session 1 (3 hrs) (Staff Focus)
	Community Dialogue session 2 (3 hrs)
	Community Dialogue session 3 (3 hrs)
	Community Dialogue session 4 (3 hrs)
	Synthesis of DB sessions
	Path B - Interviews
September - Mid-November	Interview training for Board & Senior Staff (.5 hr)
	Identification of interviewee list & assignments
	1-2 interviews of stakeholders from Staff & Board
	10-15 additional interviews of Stakeholders/Board
	Synthesis of all interviews
September - Mid-November	Path C - Questionnaire
	Design and pilot of questionnaire
	Analysis of data
September - Mid-November	Deliverable 1 – Mid November
Nov - January	Getting Focused (November – January)
	Retreat 1 - Board & Senior Staff (1 day)
	Staff focus groups 1-5 (1 hr ea)
	Retreat 2 - Advisory Team (1/2 day)
	Drafts of Strategic Direction for SPTF
	Deliverable 2 – End of January
February - April	Getting Moving (February – April)
	Action Planning session 1 (2-3 hrs)
	Action Planning session 2 (2-3 hrs)
	Action Planning session 3 (2-3 hrs)
	Staff focus groups 1-5 (1 hr ea)
	Modeling for Future session 1 w/ Senior Staff (hrs?)
	Modeling for Future session 2 w/ Senior Staff (hrs?)
	Modeling for Future session 3 w/ Senior Staff (hrs?)
	Coaching the staff build-out of metrics
	Evaluation modeling
	Deliverable 3 – End of April
Board review & ratification – May 2017	



Marion-Polk Food Share Board of Directors Meeting Minutes

Thursday, July 14, 2016

Board Members Attending: Alex Beamer, Cheryl Wells, Jim Green, Courtney Knox Busch, Dick Yates, Eileen Zielinski, Bernadette Mele, Warren Bednarz, John Burt, Denny Young

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

Call to Order:

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

Mission Moment:

Dick Yates presented the Board Member Spotlight for July's Mission Moment. Dick grew up in a cooperative community in southeastern Pennsylvania during the 1950s and early 60s. Jointly owned areas of the community were maintained during weekly work projects, instilling in Dick the importance of community and responsibility to neighbors.

Dick attended the University of Pennsylvania and arrived in Oregon in 1973, working thirty years at Oregon State Hospital. During retirement, **Dick** has been instrumental in the growth and success of Salem Harvest. As Salem Harvest grew from his neighborhood to those throughout the city, **Dick** created an automated website that manages rosters, harvests, and waiting lists. **Dick** has expanded its use by customizing and installing the system for many harvesting organizations around the country.

Partnering with the Food Share – Salem Harvest provides the harvests and pickers, the Food Share provides trucks and food distribution -- has enabled Salem Harvest to flourish into an organization that has donated one million pounds of food over six years of harvests. Salem Harvest has proved itself to be a fruitful organization for leveraging limited resources to feed hungry people.

Finance Update:

Jim Green referred the board to financial statements in the board packet. **Jim** reminded the board that the Food Share is operating at a deficit due to carryover of revenues earned last year to be spent this year, adding that FY2015 and 2016 together represent a surplus. **Jim** pointed out new explanations for line items. **Denny Young** concurred that the reporting detail has dramatically improved, far beyond the quality of reporting typically seen at non-profits.

Consent Agenda:

Alex Beamer presented the following consent agenda items:

1. May 2016 board meeting minutes
2. MPFS financial statements ending May 31, 2016

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

Development Update:

Julie Hambuchen conveyed the outcome of the CenturyLink campaign. **Julie** shared that the rules were altered drastically this year, making the campaign more challenging for the Food Share to leverage. This prompted a change of strategy to reach specific major donors, generating the \$100,000 in donations required to receive \$100,000 in matching funds. The Food Share was one of three food banks nationwide who received the largest possible match. In addition, the Colson Foundation contributed \$75,000 to be used for the direct mailing matching campaign.

Julie next reported on the Farm to Table dinner and auction. Feedback indicates donors enjoyed the venue and energy. Speaker **Mattie Jenkins**, Food Share Staff Accountant, gave a moving presentation. The auction effectively met the strategy for the event to be one where attendees give within the room. The net revenue was \$72,000 (not including the Colson Match); the paddle raise garnered \$38,000. Final numbers will follow. Julie shared that the event represents great potential for sponsorship.

Julie invited board members to the next donor appreciation luncheon September 15, and to have their portraits taken for the new website following the meeting.

Fiscal Year 2016-17 Preview & Executive Summary:

Rick Gaupo referred the board to the *FY 2016-17 Preview & Executive Summary* which explores the broad question: What should the Food Share be thinking more about? **Rick** invited discussion to prepare for strategic planning conversations, with 85% of energy expendable for running the Food Share as it is now and 15% available to grow areas we care about.

Denny Young commented on the need to modify the budget to fit new strategic plans, with **Jim Green** adding that the way we now revamp the budget quarterly while projecting two to three years will be helpful to strategic planning.

Regarding the amount of food coming in and going out, **Rick** shared that it's up slightly from last year, and this year will be about the same. Considering whether it is enough food and the right type of food has been challenging to try to answer. This will be examined more deeply. **Rick** added that about a million pounds of food goes straight to agencies, rather than through the Food Share; we are not able to count this amount as part of the Food Share's poundage. **Denny Young** suggested a mapping strategy based on census data to determine whether the Food Share is providing enough food to meet needs.

Interest was also expressed in expanding meal sites, Meals on Wheels, the Youth Farm, agencies' produce distribution capacities, running more pantries ourselves, and strategies that enable people to aid in providing for themselves.

Courtney Knox Busch offered that the material in the preview had been well prepared, and she looks forward to engaging in the strategic planning sessions as well as soliciting community input and reviewing data. **Rebecca Long** will coordinate these events; be on the lookout for communications regarding dates and venues.

Denny inquired about our progress in meeting old goals. **Rick** and the leadership team will include updates from last fiscal year in the September board packet.

Lastly, **Warren Bednarz** motioned to approve the proposed revised Fiscal Year 2016-17 budget, **Cheryl Wells** seconded, and the motion was unanimously moved.

Adjournment:

Alex Beamer adjourned the meeting at 9:34 a.m.

Rebecca Long
Executive Assistant

Esther Puentes
Board Secretary



MEMO

Date: September 13, 2016

To: Marion-Polk Food Share Board of Directors

From: Holly Larson

Re: July 2016 Financials

July marks the first year of the new fiscal year. When compared to last year, the Food Share is in an almost identical financial position. The organization is stable and performing better than expectations. Because this is the first month of the fiscal year, and we are comparing one month out of an annual plan, most variances are due to timing. It is noted on the report when there is information of interest, otherwise, timing issues are the cause for the variances. Several items were addressed during this round of quarterly budget revisions, and it is noted when that is the case.

Some highlights to note:

Please refer to the ***Statement of Activities - Actual to Budget Variance (Report 3):***

Operating revenue is \$57,000 more than budget.

- Donation revenue was \$54,000 more than budget.
- Program revenue was \$3,000 more than budget. Home delivered meals revenue and food service revenue were above budget, farm revenue and vocational training contract revenue were below budget. Vocational training is a reimbursable expense, so salary expense is also lower than budget due to less participants in the program than forecasted.

Operating expense is \$11,000 less than budget.

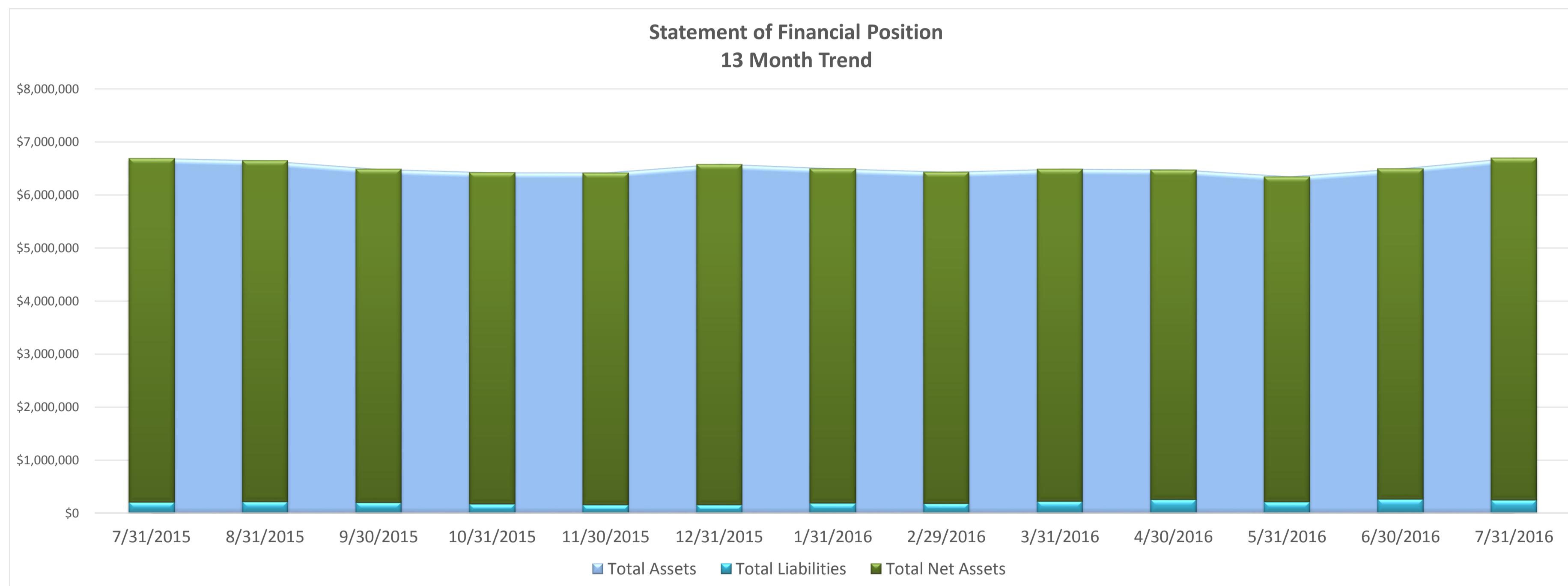
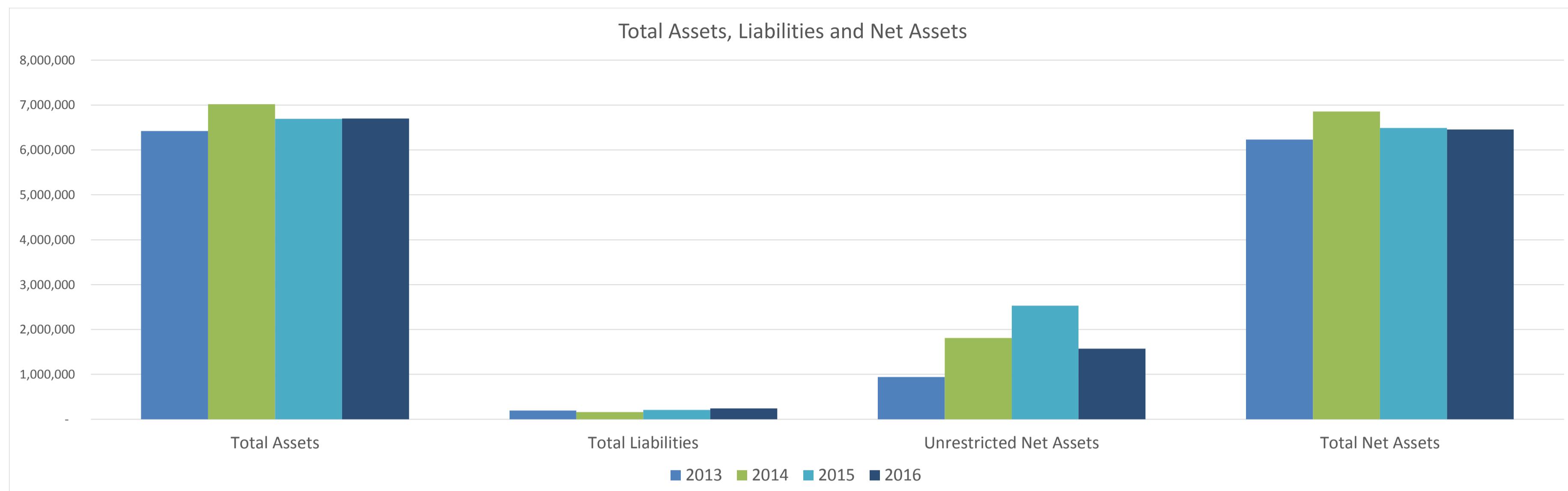
- Occupancy expenses are more than budget due to high cost repairs during July. This has been addressed in the proposed revised budget.
- Advertising, marketing and event expense is below budget. This is mainly due to timing of the website redesign project. The remaining expected costs for the website are included in the proposed revised budget.
- Bank fees are high due to processing fees related to the CenturyLink campaign. This has been addressed in the proposed revised budget.
- Other variances are due to timing, as discussed in the opening paragraph.

Other items to discuss:

- FY2017 proposed revised budget and updated FY2018 & 2019 forecasts

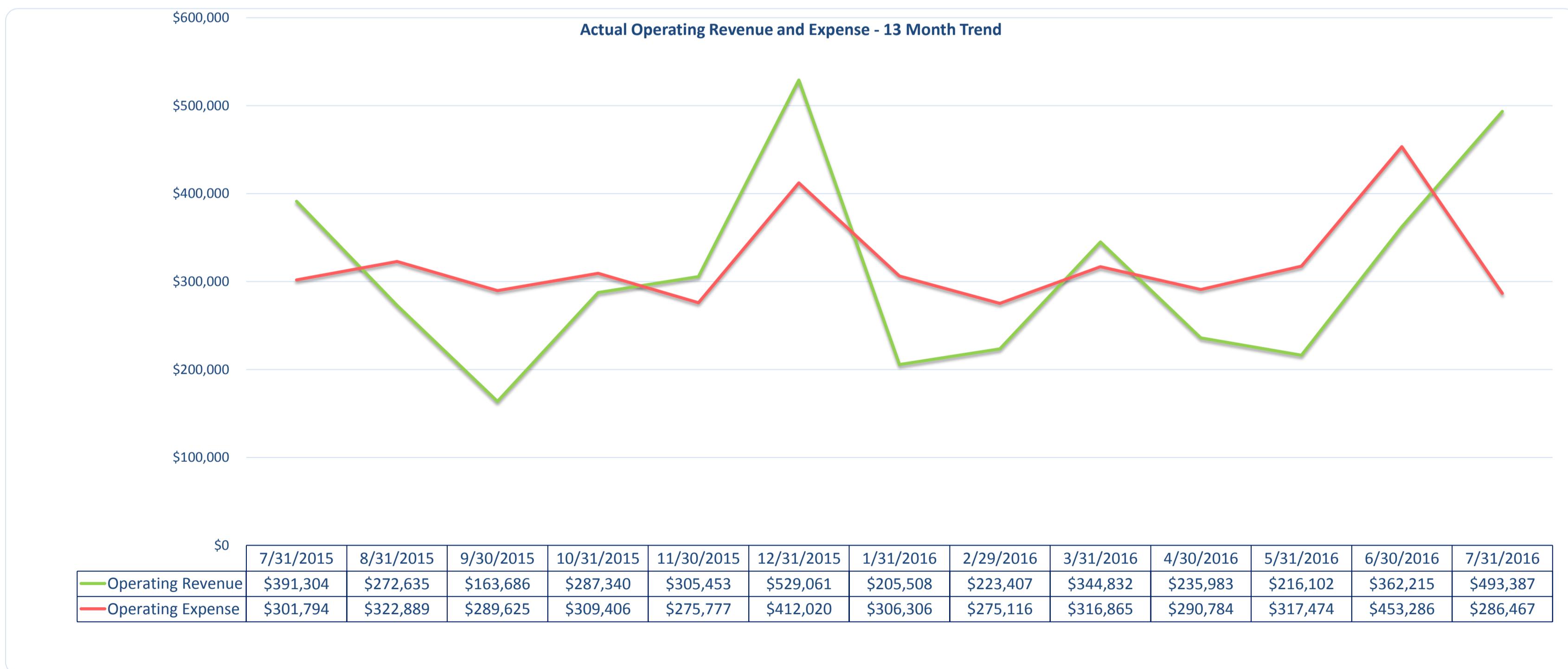
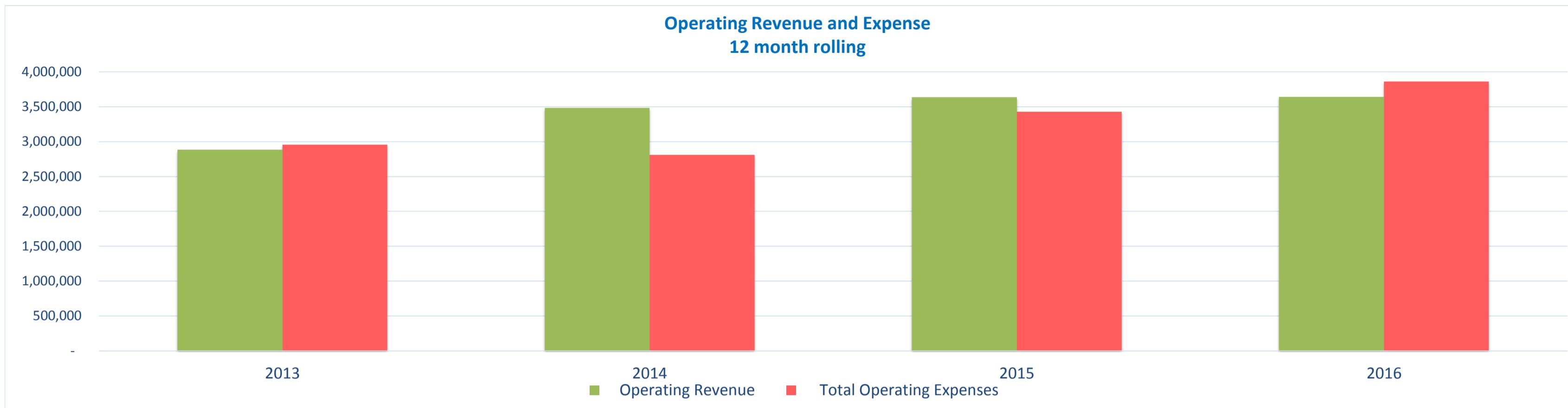
Marion-Polk Food Share, Inc.

July 2016



Marion-Polk Food Share, Inc.

July 2016



Marion-Polk Food Share

Statement of Financial Position - Year over Year Review

For the month ended July 31, 2016

	Prior Years	Current Year	Notes
	Actual	Actual	
	7/31/2015	7/31/2016	
ASSETS			
Cash, cash equivalents, & investments			
Liquid cash, cash equivalents, and other assets	1,308,374	1,115,251	cash decreased due to capital investment and utilization of temporarily restricted funds
Non-liquid investments	1,340,723	1,277,889	
Cash, investments & other assets	2,649,097	2,393,140	
Land, buildings and equipment, net	3,107,913	3,176,886	added delivery truck, cooler, youth farm, warehouse dock; net of depreciation
Inventory	933,838	1,127,308	Inventory increased 132,795 pounds
TOTAL ASSETS	6,690,848	6,697,333	
LIABILITIES & NET ASSETS			
Liabilities	204,909	245,349	increased deferred revenue and accrued vacation payable; accounts payable seasonally high volume
Net Assets			
Unrestricted			
Undesignated - available for general activities	829,520	594,934	
Designated - Intended for Investment	-	-	
Designated by Mgmt - Capital Fund	369,279	369,279	
Designated by the governing board	658,499	606,317	balance reflects asset account
Total Unrestricted	1,857,298	1,570,530	
Temporarily Restricted	352,442	341,326	
Permanently Restricted	234,400	235,935	
Land, buildings and equipment, net	3,107,961	3,176,886	added delivery truck, cooler, youth farm, warehouse dock; net of depreciation
Inventory	933,838	1,127,308	Inventory increased 132,795 pounds
Total Net Assets	6,485,939	6,451,894	
TOTAL LIABILITIES & NET ASSETS	6,690,848	6,697,333	

* Inventory value is updated at the end of the fiscal year. Donated inventory is valued at \$1.25 per pound.

* Unrestricted net assets - Designated by the governing board includes the Board Designated Endowment; current balance is \$606,317

Marion-Polk Food Share
Statement of Cash Flows

For the month ended July 31, 2016

CASH FLOWS FROM OPERATING ACTIVITIES

NET SURPLUS/(DEFICIT) FOR PERIOD	\$212,068
ADJUSTMENTS TO RECONCILE NET INCOME TO NET CASH	(\$2,490)
NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES	\$209,578

CASH FLOWS FROM INVESTING (CAPITAL) ACTIVITIES

ASSET ADDITIONS	\$3,094
ACCUMULATED DEPRECIATION	\$18,175
NET CASH PROVIDED (USED) BY INVESTING ACTIVITIES	\$21,270

NET INCREASE/(DECREASE) IN CASH	\$230,847
CASH AND CASH EQUIVALENTS AS OF 7/1/2016	\$512,133
CASH AND CASH EQUIVALENTS AS OF 7/31/2016	\$742,981

Marion-Polk Food Share
Statement of Activities - Consolidated Organization

Actual to Budget Variance Report

	Budget (Approved July 2016)					Notes
	Actual 7/1 - 7/31/2016	\$ 7/1 - 7/31/2016	\$ Variance	% Variance		
Operating						
Operating Revenue						
Donations	\$425,097	\$370,718	\$54,379	15%		
Program Service Revenue						
MOW Home Delivered Meal Revenue	\$37,845	\$35,109	\$2,736	8%		
Contract Revenue (Grand Ronde)	\$9,331	\$9,331	\$0	0%		
Food Service Revenue	\$8,762	\$7,017	\$1,745	25%		
Vocational Training Contract Revenue	\$10,244	\$11,636	(\$1,393)	-12%	less program participants than budgeted; expenses are also less than budget in salaries & related expenses	
Farm Revenue	\$547	\$1,200	(\$653)	-54%		
Food Product Sales	\$0	\$0	\$0	0%		
SNAP Outreach	\$0	\$0	\$0	0%		
Miscellaneous Revenue	\$1,560	\$900	\$660	73%		
Total Program Service Revenue	<u>\$68,289</u>	<u>\$65,193</u>	<u>\$3,096</u>	<u>5%</u>		
Interest and investments	\$1	\$25	(\$24)	-97%		
Total Operating Revenue	<u>\$493,387</u>	<u>\$435,936</u>	<u>\$57,451</u>	<u>13%</u>		
Operating Expenses						
Emergency Food Purchase (for distribution)	\$10,622	\$11,850	\$1,228	10%	timing	
Production Food Purchases	\$9,581	\$15,325	\$5,744	37%	timing	
Salaries & Related Expenses	\$163,253	\$195,269	\$32,017	16%	vacant positions	
Contracts & Professional Fees	\$2,308	\$6,618	\$4,311	65%	this line item is decreased in the next budget revision; some variance is due to timing of projects	
Supplies, Printing, Postage	\$18,924	\$21,936	\$3,012	14%	timing	
Program Supplies	\$4,947	\$11,719	\$6,771	58%	timing	
Network Development	\$124	\$500	\$376	75%	timing	
Occupancy Expenses	\$19,453	\$15,501	(\$3,952)	-25%	Off-site food storage and building maintenance are both trending above budget. This is addressed in the next budget revision	
Equipment and Vehicle Expenses	\$7,241	\$8,531	\$1,290	15%	timing	
Meetings & Professional Development	\$3,050	\$2,036	(\$1,014)	-50%	timing	
Volunteer & Donor Development	\$1,489	\$1,667	\$178	11%		
Advertising, Marketing & Event Expenses	\$34,259	\$43,771	\$9,512	22%	website project timing	
Computer Expenses	\$3,303	\$6,744	\$3,441	51%	timing	
						28

Marion-Polk Food Share
Statement of Activities - Consolidated Organization

Actual to Budget Variance Report

	Budget (Approved July 2016)				Notes
	Actual 7/1 - 7/31/2016	\$ 7/1 - 7/31/2016	\$ Variance	% Variance	
Membership Dues	\$683	\$110	(\$573)	-521%	timing
Bank Fees	\$9,182	\$2,323	(\$6,859)	-295%	Centurylink campaign processign fees - increased in next budget version
Liability Insurance Expense	\$2,428	\$2,412	(\$16)	-1%	
Other Expenses	\$88	\$599	\$512	85%	
Total Operating Expenses	\$290,934	\$346,912	\$57,216	16%	
Net surplus/(deficit) - Operating	\$202,452	\$89,024	\$114,667	129%	
Capital					
Capital Revenue	\$47,706	\$45,000	\$2,706	6%	
Less: depreciation	\$18,175	\$17,843	(\$333)	-2%	
Net Surplus/(Deficit) - Capital	\$29,530	\$27,157	\$2,373	9%	
Endowment					
Endowment Revenue	\$0	\$200	(\$200)	-100%	
Net Surplus/(Deficit) - Endowment	\$0	\$200	(\$200)	-100%	
In-kind					
Contributions	\$14,943	\$0	\$14,943	0%	
Less: In-kind expense	\$14,943	\$0	(\$14,943)	0%	
Net surplus/(deficit) - In-Kind	\$0	\$0	\$0	0%	
BEGINNING NET ASSETS	\$0	\$0	\$0	0%	
NET SURPLUS/(DEFICIT)	\$231,983	\$116,382	\$116,840	100%	
ENDING NET ASSETS	\$231,983	\$116,382	\$116,840	100%	

Marion-Polk Food Share
Statement of Activities - Prior Year Comparison

For the month ended July 31, 2016

	Prior Year	Current Year			Notes
	Actual 7/1/2015- 7/31/2015	Actual 7/1/2016- 7/31/2016	\$ Variance	% Variance	
Operating					
Operating Revenue					
Donations	\$328,351	\$425,097	\$96,746	29%	
Program Service Revenue					
MOW Home Delivered Meal Revenue	\$34,497	\$37,845	\$3,348	10%	program growth
Contract Revenue (Grand Ronde)	\$5,927	\$9,331	\$3,404	57%	contract increased for current term (Jan - Dec 2016)
Food Service Revenue	\$8,479	\$8,762	\$282	3%	
Vocational Training Contract Revenue	\$4,706	\$10,244	\$5,538	118%	More program participants are engaged
Farm Revenue	\$7,280	\$547	(\$6,733)	-92%	no CSA program this year due to Youth Farm move
Miscellaneous Revenue	\$2,037	\$1,560	(\$477)	-23%	
Total Program Service Revenue	\$62,926	\$68,289	\$5,363	9%	
Interest and investments	\$27	\$1	(\$26)	-97%	
Total Operating Revenue	\$391,304	\$493,387	\$102,083	26%	
Operating Expenses					
Emergency Food Purchase (for distribution)	\$19,883	\$10,622	(\$9,260)	-47%	Timing. Funds available and food purchase patterns differ from year to year.
Production Food Purchases	\$14,449	\$9,581	(\$4,868)	-34%	Timing. Costs expected to increase this year over last.
Salaries & Related Expenses	\$175,987	\$163,253	(\$12,734)	-7%	
Contracts & Professional Fees	\$658	\$2,308	\$1,650	251%	Expense for salary survey this year, no large payment last year
Supplies, Printing, Postage	\$27,607	\$18,924	(\$8,683)	-31%	Timing
Program Supplies	\$4,695	\$4,947	\$253	5%	
Network Development	\$1,017	\$124	(\$893)	-88%	
Occupancy Expenses	\$14,540	\$19,453	\$4,913	34%	off-site food storage and building repair and maintenance were both increased this July. This is adjusted in the budget revisions this quarter.
Equipment and Vehicle Expenses	\$5,899	\$7,241	\$1,343	23%	Timing
Meetings & Professional Development	\$8,117	\$3,050	(\$5,067)	-62%	Timing
Volunteer & Donor Development	\$2,266	\$1,489	(\$777)	-34%	Timing
Advertising, Marketing & Event Expenses	\$2,218	\$34,259	\$32,041	1445%	Website project expense this year
Computer Expenses	\$19,017	\$3,303	(\$15,714)	-83%	no large-scale computer upgrade this year
Membership Dues	\$300	\$683	\$383	128%	
Bank Fees	\$2,620	\$9,182	\$6,561	250%	increased this year due to processing fees for the CenturyLink campaign
Liability Insurance Expense	\$2,368	\$2,428	\$60	3%	
Other Expenses	\$155	\$88	(\$68)	-44%	
Total Operating Expenses	\$301,794	\$290,934	(\$10,860)	-4%	
Net surplus/(deficit) - Operating	\$89,510	\$202,452	\$112,943	126%	

Marion-Polk Food Share
Statement of Activities - Prior Year Comparison

For the month ended July 31, 2016

	Prior Year	Current Year	Notes
	Actual 7/1/2015- 7/31/2015	Actual 7/1/2016- 7/31/2016	
	\$ Variance	% Variance	
Capital			
Capital Revenue	\$4,815	\$47,706	\$45,000 received for truck capital campaign
Less: depreciation	\$17,782	\$18,175	-2%
Net Surplus/(Deficit) - Capital	(\$12,967)	\$29,530	328%
Endowment			
Endowment Revenue	\$100,000	\$0	\$100,000 -100%
Net Surplus/(Deficit) - Endowment	\$100,000	\$0	\$100,000 -100%
In-kind			
Contributions	\$8,173	\$14,943	\$6,771 83%
Less: In-kind expense	\$8,173	\$14,943	\$6,771 -83%
Net surplus/(deficit) - In-Kind	\$0	\$0	\$0 0%
NET SURPLUS/(DEFICIT)	\$176,543	\$231,983	\$55,440 31%

Marion-Polk Food Share

Account Category Description	Definition
Operating	
Operating Revenue	
Donations	Donation revenue from Raisers Edge, federal , state and local grant revenue, foundation grants
Program Service Revenue	
MOW Home Delivered Meal Revenue	Revenue for providing home delivered meals to private pay clients, as well as Medicare, Oregon Project Independence (OPI) and Older American Act (OAA) programs
Contract Revenue (Grand Ronde)	Revenue from Confederated Tribes of Grand Ronde contract
Food Service Revenue	Revenue from operation of MOW café, restaurant, and catering
Vocational Training Contract Revenue	Revenue to reimburse costs associated with JOBS + vocational training program
Farm Revenue	Revenue from crop sales, CSA sales, Saturday market sales, and land lease
Food Product Sales	Sales of Better Burger
SNAP Outreach	Reimbursement of costs related to SNAP outreach efforts
Miscellaneous Revenue	Sales of broken pallets, cardboard, etc. Plot rentals for community gardens. Other miscellaneous usually one-time items
Total Program Service Revenue	
Interest and investments	Revenue related to investment gains/losses and interest earnings
Total Operating Revenue	
Operating Expense	
Operating Expenses	
Emergency Food Purchase (for distribution)	Food purchases for distribution through agency networks or programs
Production Food Purchases	Food purchases for value-added food items (MOW meals and food service, ingredients for Better Burger production)
Salaries & Related Expenses	Salary costs, benefits and taxes
Contracts & Professional Fees	Legal fees, audit fees, consultant and independent contractor fees
Supplies, Printing, Postage	Office supplies, small equipment, postage and shipping, printing, books and subscriptions
Program Supplies	Supplies related to running programs (such as gardens, Youth Farm, MOW, VAC)
Network Development	Costs for equipment or monetary support of agencies in MPFS network
Occupancy Expenses	Building maintenance, utilities, telephones, rent (MOW facility and off-site food storage) costs to maintain and insure vehicles and equipment
Equipment and Vehicle Expenses	Costs for staff professional development and trainings, meetings, conferences, mileage reimbursement and other travel related costs. Also includes meetings/conferences MPFS staff hosts for agency network and other audiences.
Meetings & Professional Development	

Marion-Polk Food Share

Account Category Description	Definition
Volunteer & Donor Development	Costs associated with stewarding donors, volunteers and board
Advertising, Marketing & Event Expenses	Costs to promote MPFS, including website, media advertisement, and events
Computer Expenses	Costs to maintain technology: software, hardware and network. This includes outsourced IT professional support.
Membership Dues	Dues for various organizations MPFS is members of (Rotary, Chamber, etc.)
Bank Fees	Fees for banking services, including credit card merchant fees
Liability Insurance Expense	Liability and Directors and Officers annual insurance premium fees
Other Expenses	Miscellaneous expenses, licenses and fees, penalty and late fees, bad debt expense
Total Operating Expenses	
Net surplus/(deficit) - Operating	Operating revenue less operating expenses
Capital	
Capital Revenue	Revenue for capital projects. Expenses for capital projects do not appear on the Statement of Activities. They appear on the Statement of Financial Position as increases to assets. An asset is capitalized if it is over \$5,000 and a life of one year or greater.
Less: depreciation	Expense for the current period use of assets purchased in the past.
Net Surplus/(Deficit) - Capital	Capital revenue less depreciation
Endowment	
Endowment Revenue	Donations restricted to the endowment. The principal cannot be used, but earnings are allowed to be used for general operations, or as otherwise specified by the donor.
Net Surplus/(Deficit) - Endowment	
In-kind	
Contributions	Non-financial contributions, that are not capital assets (items over \$5,000 in value and with a life of over one year)
Less: In-kind expense	In-kind gifts are usually immediately put to use, and the expense is recognized. This is the account used to realize the expense.
Net surplus/(deficit) - In-Kind	In-kind contributions less in-kind expenses.
BEGINNING NET ASSETS	Value of the organization's assets, less liabilities, at the beginning of the period.
NET SURPLUS/(DEFICIT)	Total revenue less total expenses (includes operating, capital, endowment and in-kind)
ENDING NET ASSETS	Value of the organization's assets, less liabilities, at the end of the period.

Marion-Polk Food Share

Donation Revenue by Fund Category and Activity

	Past Year	Current Year
	Fiscal Year to Date	Fiscal Year to Date
	Actual	Actual
	7/1/2015 -	7/1/2016 -
	7/31/2015	7/31/2016
Operating Revenue		
Donor Communications	\$14,485	\$26,922
Events	\$5,130	\$89,673
Food and Food Drives	\$192,728	\$113,144
Fundraisers	\$0	\$0
Grant Proposals	\$22,389	\$24,618
Mission and Brand Awareness	\$19,749	\$10,500
Monthly Sustainer Circle	\$48,764	\$60,491
Online Solicitations	\$0	\$0
Planned Gifts	\$0	\$47,151
Personal Solicitations	\$11,000	\$30,760
Total Operating Revenue	\$314,245	\$403,259
Capital Revenue		
Donor Communications	\$0	\$0
Fundraisers	\$0	\$0
Grant Proposals	\$0	\$0
Mission and Brand Awareness	\$0	\$0
Monthly Sustainer Circle	\$0	\$0
Personal Solicitations	\$0	\$45,000
Total Capital Revenue	\$0	\$45,000
Endowment Revenue		
Donor Communications	\$0	\$0
Food and Fund Drives	\$0	\$0
Mission and Brand Awareness	\$0	\$0
Planned Gifts	\$100,000	\$0
Personal Solicitation	\$0	\$0
Total Endowment Revenue	\$100,000	\$0
Total Revenue	\$414,245	\$448,259

Notes:

- Food and Fund Drives: CenturyLink donation was \$175,496 in July 2015 and \$100,000 in July 2016.
- As of January 20, 2016 we redefined Sustainer giving, so some gifts that were Mission and Brand and Donor Communications are now under Monthly Sustainer Circle. That effects about \$10,000 a month.

Marion-Polk Food Share

Donation Revenue by Fund Category and Activity

The definitions below indicate the activity which generated the donation. They do not indicate the type of donor. For example, an unsolicited foundation grant is included in Mission and Brand Awareness. A donation from a Monthly Sustainer in response to a direct mail solicitation is included in Direct Mail.

Activity	Definition
Donor Communications	Mass mailings for communicating with donors and/or soliciting donations
Events	Events with ticket sales, includes revenue from sponsorships, auctions, donations during the event
Food and Food Drives	Food and Fund drives of all sizes
Fundraisers	Events without ticket sales
Grant Proposals	Grants received in response to a proposal
Mission and Brand Awareness	Donations which cannot be tracked to a specific activity, including unsolicited grants, general online donations, general mailed donations
Monthly Sustainer Circle	Donations made as part of a monthly sustainer commitment
Online Solicitations	Donations which can be tracked to a specific online activity, including email, social media links, etc.
Personal Solicitations	Face to face solicitation, including individuals and small groups
Planned Gifts	Bequests, annuities and other planned gifts



MEMO

Date: September 13, 2016

To: Marion-Polk Food Share Board of Directors

From: Holly Larson

Re: FY2017 Proposed Revised Budget

The Food Share quarterly prepares and evaluates the projected annual results for the current fiscal year, and forecasts current activities two fiscal years into the future. This is the report containing the proposed revised budget prepared by the management team. In general, the projections are conservative on the revenue side, and include modest 2-3% increases modeled in most expense items to account for inflation.

Many of the changes are due to refinement of department plans for the upcoming fiscal year, as well as adjustments due to current operating trends. The significant changes in methodology are summarized below.

Recap of changes from prior scenario:

The projection for donation revenue increased. We engaged a direct mail agency to improve our performance in three areas:

- Direct mail revenue. This revised budget includes additional direct mail revenue of nearly \$55,000, additional expenses of \$41,000, and a net increase of almost \$14,000. The net increase is projected to grow in FY17-18.
- New donor acquisition. This plan projects 777 new donors from direct mail, compared to 261 last year.
- New and increased Sustainers giving. By using a direct mail agency, we are redeploying staff time to focus on recruiting new Sustainers and increasing gifts from current Sustainers. We need \$75,000 in new and increased Sustainer gifts to secure the \$75,000 challenge match from the Brenden Family Foundation.

We are also revising staff assignments in development in order to focus more on building relationships with major donors.

Updates were made to the assumptions for government revenue through the OHRF and FEMA programs, based on actual funds awarded. This resulted in increases of about \$54,000. Program service revenue increased almost \$7,000, due to an increase in the SNAP Outreach reimbursement program through the State of Oregon.

Expenses were increased in food purchase expense (related to the revenue increase in FEMA). Supplies, printing and postage increased \$43,000 to account for conversion of direct mail to an outsourced contractor. In addition, \$25,000 was added to account for potential uncollectible accounts receivable through the Meals on Wheels program. Other expense items were adjusted up or down, and a summary of those changes can be found on ***Proposed Revised Budget to Approved Budget Comparison Report – Report 1.***

Operating surplus decreased about \$28,000 in the new proposed revised budget, to \$4,485.

Statement of Financial Position – 7 year trend (Report 2):

ASSETS

- Cash is projected to decrease during FY17.
- Investments are projected to increase, based on a 5 year average return.
- Capital investment is planned – the addition of a truck covered by new grants and fundraising appeals, as well as

some carryover capital funds are forecasted to be spent for the youth farm move. The phone system upgrade is also planned in FY17.

- Total assets are forecasted to decrease \$77,000 during FY17.

LIABILITIES AND NET ASSETS

- Unrestricted net assets are projected to decrease \$17,000.
- Temporarily restricted net assets are funds restricted by the donor, and that have not yet been used for their intended purpose. We carry over these funds from year to year. Temporarily restricted net assets are projected to decrease more than \$115,000 in FY17. \$259,000 was carried over in temp restricted net assets from FY16, about \$36,000 for capital projects, and \$223,000 for operating expenses. These funds are for projects such as emergency food purchase, youth farm and gardens programs. Temporarily restricted net assets ending balance in FY17 is assumed to be 50% of temporarily restricted donations in the year. This estimate will be revised as we progress through the year.
- Permanently restricted net assets are projected to increase by the amount of endowment revenue contributions budgeted in the year.
- Total net assets decrease \$47,000 during FY17.

Statement of Activities – 7 year trend (Report 3):

OPERATING:

OPERATING REVENUE – Operating revenue is projected to increase in FY17.

- **Donations** are projected to increase compared to FY16. This is due to some growth, but also from the change in the CenturyLink campaign this year, resulting in all donations being received in July (FY17). This partially accounts for the decreased amount of donations for FY16. A variety of other changes were made to the assumptions, including adjusting confidence levels on grants and major gifts, and modeling the new direct mail program. Government revenue projections were increased based on new information. Donations overall are expected to increase in FY17.
- **Program service revenue** is projected to increase. Home delivered meal revenue is forecasted to decline, due to limitations of the OPI contract with NWSDS. Grand Ronde contract revenue increased for this contract year (Jan-Dec) and is expected to remain at the same level in future years. Vocational training contract revenue will increase in FY17 for one year due to a new program funding youth farm activities. Farm revenue increased due to the sublease of the DOC farm. Food product sales (Better Burger) have been discontinued. SNAP Outreach is a new program started in FY16 that reimburses Food Share for costs associated with advertising SNAP. This funds some already existing expenses, such as staff time and supplies, so is a good revenue generator with small amounts of additional costs incurred.
- **Interest and investments** are projected to increase in FY17. This is based on analysis of the last 5 years of actual activity.

OPERATING EXPENSE – Operating expenses increased \$252,000 from FY16.

- **Emergency food purchase expense** increased \$11,000 in FY17.
- **Production food purchases** increased in FY17 due to increased meal volumes and inflation.
- **Salaries and Related expenses** increased by \$233,000. In FY16, two positions were added mid-year: a driver, and a database manager. These positions were only filled for a small part of 2016, and will result in an additional \$96,000 of expense in the FY17 budget.

In FY17, a Community Food Projects manager position has been added, and a 2% pay increase is modeled. In addition, \$50,000 is set aside for salary adjustments in anticipation of the compensation study results. A payroll vacancy amount was estimated at 2% of payroll, reducing estimated costs by \$52,000. The 2% pay increase and 2% vacancy assumptions are carried forward to FY18 & FY19.

- **Contracts and professional fees** budget decreased. This is due to completion of the Community Food Systems consultant project, funded through temporarily restricted funds. Less will be spent for the salary study consultant in FY17, and there will be no farm contract expense, due to the new sublease

arrangement on the production farm. These decreases offset the increase for strategic planning, budgeted in FY17.

- **Supplies, printing and postage** increased from FY16, due to the expansion of the direct mail program in FY17. This program is expected to bring in an additional \$55,000 of revenue in FY17.
- **Program supplies** decreased. FY16 program supplies were increased due to the youth farm move project.
- **Volunteer & donor development expense** increased. More activities associated with recruiting and retaining volunteers are planned this year.
- **Advertising, marketing and event expenses** increased from FY16. Chef's Nite Out was the only event in FY16. The Farm to Table Auction will occur in FY17, so the revenue and expense budget increased for the expenses of that event. Webpage expenses were less than anticipated in FY16, but were moved to FY17 due to timing of the project.

OPERATING NET SURPLUS/(DEFICIT) - Net operating activity is projected to be a surplus of \$4,000 for FY17. This includes expenses of approximately \$223,000 covered by temporarily restricted funds carried over from FY16.

CAPITAL:

CAPITAL REVENUE – The capital revenue budget includes projects which are anticipated at this time. As projects are identified and grants are projected, more capital revenue projects may be added in future revisions. At this time, a \$140,000 truck is planned to be purchased in FY17, and will be paid for by restricted funds raised in FY17 and carried over from FY16. The balance of the Regional Solutions funds for warehouse improvements, totaling about \$34,000 will also be received as revenue in FY17. The remainder is for youth farm capital projects.

CAPITAL EXPENSE – Depreciation is slightly decreased.

CAPITAL NET SURPLUS/(DEFICIT) - Net capital activity is projected to be a deficit of \$77,000 in FY17.

ENDOWMENT:

ENDOWMENT REVENUE – no large endowment gifts are anticipated in FY17.

Marion-Polk Food Share
Proposed Revised Budget to Approved Budget Comparison Report
FY2017

	Budget Approved March 2016	Budget Approved July 2016	Proposed Revised Budget September 2016	Ist Scenario to 2nd Scenario Variance	Comments
Operating					
Operating Revenue					
Donations	\$3,165,219	\$3,183,046	\$3,236,997	\$53,951	Added remaining amount from prior year FEMA award - carried over; increased OHRF to FY17 amount
Program Service Revenue					
MOW Home Delivered Meal Revenue	\$421,306	\$421,306	\$421,306	\$0	
Contract Revenue (Grand Ronde)	\$111,976	\$111,976	\$111,976	\$0	
Food Service Revenue	\$96,192	\$100,192	\$100,192	\$0	
Vocational Training Contract Revenue	\$103,638	\$125,538	\$125,538	\$0	
Farm Revenue	\$28,390	\$28,390	\$28,390	\$0	
Food Product Sales	\$0	\$0	\$0	\$0	
SNAP Outreach	\$33,078	\$33,078	\$39,742	\$6,664	increased based on FY17 proposal
Miscellaneous Revenue	\$16,028	\$15,435	\$14,800	(\$635)	
Total Program Service Revenue	\$810,608	\$835,915	\$841,943	\$6,029	
Interest and investments	\$49,789	\$48,983	\$48,983	\$0	
Total Operating Revenue	\$4,025,615	\$4,067,944	\$4,127,923	\$59,980	
Operating Expenses					
Emergency Food Purchase (for distribution)	\$210,200	\$210,200	\$237,520	(\$27,320)	increased for FEMA funds carried over from FY16 award
Production Food Purchases	\$179,667	\$184,167	\$184,167	\$0	
Salaries & Related Expenses	\$2,565,101	\$2,553,701	\$2,552,806	\$896	correction to budget to reflect actual schedules/rates
Contracts & Professional Fees	\$108,834	\$137,714	\$124,603	\$13,111	reduced audit fees \$4k, Increased \$10k for strategic planning fees; increased \$4k for compensation study final costs, moved Youth Farm move expenses to capital, decreased \$8,500 for food systems contractor; misc other adjustments
Supplies, Printing, Postage	\$219,286	\$217,436	\$260,405	(\$42,969)	increased for new direct mail contract expense
Program Supplies	\$97,187	\$97,187	\$103,657	(\$6,470)	increased \$6,000 for MOW delivery bags (partially grant funded)Increased \$1,390 IMMH, and decreased \$1,820 in Farm & gardens program; moved Youth Farm relocation expense to capital
Network Development	\$6,000	\$6,000	\$6,000	\$0	
Occupancy Expenses	\$183,617	\$188,457	\$194,358	(\$5,902)	increased for replacement of fence, increased off-site food storage due to actual trend
Equipment and Vehicle Expenses	\$108,214	\$111,851	\$112,351	(\$500)	added maintenance budget for MOW vehicle
Meetings & Professional Development	\$52,154	\$48,605	\$46,521	\$2,084	Ops increased \$1325 due to FSMA training requirements; added budget for department team meetings
Volunteer & Donor Development	\$27,481	\$27,981	\$27,886	\$94	

Marion-Polk Food Share
Proposed Revised Budget to Approved Budget Comparison Report
FY2017

	Budget Approved March 2016	Budget Approved July 2016	Proposed Revised Budget September 2016	Ist Scenario to 2nd Scenario Variance	Comments
Advertising, Marketing & Event Expenses	\$98,528	\$110,474	\$97,464	\$13,010	development budget adjustments - Julie undertook a department reorganization by project. Several costs were moved by line item as part of this. She has more detail on the specific increases and decreases.
Computer Expenses	\$71,699	\$78,363	\$79,310	(\$947)	development budget adjustments
Membership Dues	\$2,578	\$2,578	\$4,471	(\$1,893)	development budget adjustments
Bank Fees	\$28,873	\$28,873	\$34,884	(\$6,011)	increased due to costs associated with CenturyLink passthrough donation processing
Liability Insurance Expense	\$36,864	\$28,945	\$28,945	\$0	
Other Expenses	\$3,239	\$3,239	\$28,089	(\$24,850)	included estimate of the amount uncollectible from MOW clients and Medicaid/OPI billing errors, based on last year and including a target for decrease of about \$4k over last year's uncollectible amount.
Total Operating Expenses	\$3,999,522	\$4,035,771	\$4,123,438	(\$87,667)	
Net surplus/(deficit) - Operating	\$26,093	\$32,173	\$4,485	(\$27,687)	
Capital					
Capital Revenue	\$120,000	\$167,500	\$137,250	(\$30,250)	Projection refined for conservatism - only budgeting for items that have a fully developed funding plan. Items are added as the funding plan is completed.
Less: depreciation	\$208,601	\$214,111	\$214,111	\$0	
Net Surplus/(Deficit) - Capital	(\$88,601)	(\$46,611)	(\$76,861)	(\$30,250)	
Endowment					
Endowment Revenue	\$2,400	\$2,400	\$2,400	\$0	
Net Surplus/(Deficit) - Endowment	\$2,400	\$2,400	\$2,400	\$0	
In-kind					
Contributions	\$0	\$0	\$0	\$0	
Less: In-kind expense	\$0	\$0	\$0	\$0	
Net surplus/(deficit) - In-Kind	\$0	\$0	\$0	\$0	
NET SURPLUS/(DEFICIT)	(\$60,108)	(\$12,038)	(\$69,976)	(\$57,937)	

**Marion-Polk Food Share
Statement of Financial Position**

Projected 7 year Trend Report

	Prior Years				Current Year	Future Years	
	Actual 6/30/2013	Actual 6/30/2014	Actual 6/30/2015	Actual 6/30/2016	Proposed Revised Budget 6/30/2017	Forecast 6/30/2018	Forecast 6/30/2019
ASSETS							
Cash, cash equivalents, & investments							
Liquid cash, cash equivalents, and other assets	\$374,145	\$850,042	\$1,283,035	\$896,038	\$751,395	\$701,813	\$574,332
Non-liquid investments	\$1,188,745	\$1,265,084	\$1,240,723	\$1,277,889	\$1,329,271	\$1,365,037	\$1,413,813
Cash, investments & other assets	\$1,562,890	\$2,115,125	\$2,523,758	\$2,173,927	\$2,080,666	\$2,066,850	\$1,988,145
Land, buildings and equipment, net	\$3,160,527	\$2,992,657	\$3,125,695	\$3,198,156	\$3,214,401	\$3,005,800	\$2,797,199
Inventory	\$1,628,776	\$1,670,193	\$933,838	\$1,127,308	\$1,127,308	\$1,127,308	\$1,127,308
TOTAL ASSETS	\$6,352,192	\$6,777,975	\$6,583,290	\$6,499,390	\$6,422,375	\$6,199,958	\$5,912,652
LIABILITIES & NET ASSETS							
Liabilities	\$197,528	\$211,106	\$273,895	\$259,474	\$229,429	\$229,429	\$229,429
Net Assets							
Unrestricted							
Undesignated - available for general activities	\$31,354	\$476,782	\$713,112	\$422,153	\$423,117	\$368,624	\$240,016
Designated by Mgmt - Capital Fund	\$0	\$369,279	\$369,279	\$369,279	\$369,279	\$369,279	\$369,279
Designated by the governing board	\$837,582	\$688,420	\$658,499	\$627,716	\$676,699	\$710,065	\$756,441
Total Unrestricted	\$868,936	\$1,534,481	\$1,740,890	\$1,419,148	\$1,469,095	\$1,447,968	\$1,365,736
Temporarily Restricted	\$388,184	\$254,222	\$374,573	\$259,370	\$143,807	\$148,719	\$149,845
Permanently Restricted	\$113,040	\$115,316	\$134,400	\$235,935	\$238,335	\$240,735	\$243,135
Land, buildings and equipment, net	\$3,155,727	\$2,992,657	\$3,125,695	\$3,198,156	\$3,214,401	\$3,005,800	\$2,797,199
Inventory	\$1,628,776	\$1,670,193	\$933,838	\$1,127,308	\$1,127,308	\$1,127,308	\$1,127,308
Total Net Assets	\$6,154,664	\$6,566,870	\$6,309,396	\$6,239,916	\$6,192,946	\$5,970,529	\$5,683,223
TOTAL LIABILITIES & NET ASSETS	\$6,352,192	\$6,777,975	\$6,583,290	\$6,499,390	\$6,422,375	\$6,199,958	\$5,912,652

Marion-Polk Food Share Statement of Activities

7 year trend - FY View

	Historical				Current	Future	
	Actual Year ended 6/30/2013	Actual Year ended 6/30/2014	Actual Year ended 6/30/2015	Actual Year ended 6/30/2016	Proposed Revised Budget Year ended 6/30/2017	Forecast Year ended 6/30/2018	Forecast Year ended 6/30/2019
Operating							
Operating Revenue							
Donations	\$2,647,373	\$2,882,270	\$3,219,327	\$2,787,567	\$3,236,997	\$3,297,373	\$3,299,896
Program Service Revenue							
MOW Home Delivered Meal Revenue	\$0	\$0	\$174,478	\$433,779	\$421,306	\$421,306	\$421,306
Contract Revenue (Grand Ronde)	\$0	\$0	\$41,490	\$91,550	\$111,976	\$111,976	\$111,976
Food Service Revenue	\$3,087	\$2,290	\$60,243	\$110,958	\$100,192	\$105,894	\$105,894
Vocational Training Contract Revenue	\$61,477	\$50,652	\$57,458	\$61,452	\$125,538	\$108,939	\$114,241
Farm Revenue	\$0	\$109,918	\$28,519	\$8,873	\$28,390	\$34,390	\$35,390
Food Product Sales	\$0	\$4,300	\$30,365	\$15,064	\$0	\$0	\$0
SNAP Outreach	\$0	\$0	\$0	\$24,201	\$39,742	\$43,834	\$43,834
Miscellaneous Revenue	\$60,655	\$19,882	\$138,474	\$23,249	\$14,800	\$15,435	\$15,435
Total Program Service Revenue	\$125,219	\$187,042	\$531,025	\$769,125	\$841,943	\$841,774	\$848,076
Interest and investments	\$78,085	\$128,307	\$10,063	(\$19,165)	\$48,983	\$33,366	\$46,376
Total Operating Revenue	\$2,850,677	\$3,197,620	\$3,760,415	\$3,537,527	\$4,127,923	\$4,172,513	\$4,194,348
Operating Expenses							
Emergency Food Purchase (for distribution)	\$271,648	\$266,703	\$327,967	\$226,254	\$237,520	\$207,996	\$207,996
Production Food Purchases	\$21,909	\$6,534	\$93,270	\$169,687	\$184,167	\$189,821	\$189,929
Salaries & Related Expenses	\$1,666,609	\$1,605,175	\$1,963,250	\$2,320,242	\$2,552,806	\$2,639,212	\$2,705,807
Contracts & Professional Fees	\$161,923	\$163,415	\$142,502	\$180,504	\$124,603	\$96,513	\$99,013
Supplies, Printing, Postage	\$288,149	\$156,940	\$212,448	\$221,211	\$260,405	\$304,214	\$305,310
Program Supplies	\$36,371	\$99,257	\$95,226	\$123,313	\$103,657	\$99,344	\$98,899
Network Development	\$27,758	\$22,934	\$11,333	\$4,849	\$6,000	\$6,000	\$6,000
Occupancy Expenses	\$165,220	\$140,368	\$142,708	\$195,133	\$194,358	\$191,932	\$194,191
Equipment and Vehicle Expenses	\$92,322	\$96,475	\$91,334	\$111,147	\$112,351	\$117,178	\$120,586
Meetings & Professional Development	\$30,833	\$23,526	\$58,792	\$50,141	\$46,521	\$46,783	\$45,813
Volunteer & Donor Development	\$13,374	\$7,336	\$11,655	\$19,773	\$27,886	\$29,253	\$29,157
Advertising, Marketing & Event Expenses	\$109,973	\$42,157	\$57,709	\$71,464	\$97,464	\$80,927	\$92,299

Marion-Polk Food Share Statement of Activities

7 year trend - FY View

	Historical				Current	Future	
	Actual Year ended 6/30/2013	Actual Year ended 6/30/2014	Actual Year ended 6/30/2015	Actual Year ended 6/30/2016	Proposed Revised Budget Year ended 6/30/2017	Forecast Year ended 6/30/2018	Forecast Year ended 6/30/2019
Computer Expenses	\$53,246	\$54,338	\$68,944	\$76,207	\$79,310	\$82,298	\$82,298
Membership Dues	\$5,130	\$3,513	\$2,630	\$4,657	\$4,471	\$4,471	\$4,471
Bank Fees	\$22,901	\$22,887	\$27,242	\$32,085	\$34,884	\$34,884	\$34,884
Liability Insurance Expense	\$19,771	\$27,785	\$25,523	\$32,296	\$28,945	\$29,813	\$30,707
Other Expenses	\$1,676	\$1,112	\$11,322	\$32,379	\$28,089	\$28,089	\$28,089
Total Operating Expenses	\$2,988,814	\$2,740,453	\$3,343,855	\$3,871,344	\$4,123,438	\$4,188,730	\$4,275,453
Net surplus/(deficit) - Operating	(\$138,137)	\$457,167	\$416,560	(\$333,817)	\$4,485	(\$16,216)	(\$81,105)

**Marion-Polk Food Share
Statement of Activities**

7 year trend - FY View

	Historical				Current	Future	
	Actual Year ended 6/30/2013	Actual Year ended 6/30/2014	Actual Year ended 6/30/2015	Actual Year ended 6/30/2016	Proposed Revised Budget Year ended 6/30/2017	Forecast Year ended 6/30/2018	Forecast Year ended 6/30/2019
Capital							
Capital Revenue	\$288,350	\$90,000	\$258,803	\$176,053	\$137,250	\$0	\$0
Less: depreciation	\$204,786	\$219,497	\$208,601	\$229,606	\$214,111	\$208,601	\$208,601
Net Surplus/(Deficit) - Capital	\$83,564	(\$129,497)	\$50,202	(\$53,553)	(\$76,861)	(\$208,601)	(\$208,601)
Endowment							
Endowment Revenue	\$6,940	\$2,776	\$2,119	\$101,585	\$2,400	\$2,400	\$2,400
Net Surplus/(Deficit) - Endowment	\$6,940	\$2,776	\$2,119	\$101,585	\$2,400	\$2,400	\$2,400
In-kind							
Contributions	\$118,857	\$118,350	\$98,544	\$29,647	\$0	\$0	\$0
Less: In-kind expense	\$4,955	\$78,007	\$88,544	\$22,997	\$0	\$0	\$0
Net surplus/(deficit) - In-Kind	\$113,902	\$40,343	\$10,000	\$6,650	\$0	\$0	\$0
BEGINNING NET ASSETS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NET SURPLUS/(DEFICIT)	\$66,268	\$370,788	\$478,881	(\$279,135)	(\$69,976)	(\$222,417)	(\$287,306)
ENDING NET ASSETS	\$66,268	\$370,788	\$478,881	(\$279,135)	(\$69,976)	(\$222,417)	(\$287,306)



Upcoming Events

September 22, MPFS warehouse closed

September 29, 2-4pm
All Agency Meeting

October 9, 4-7pm
Chef's Nite Out at Salem Convention Center

October 18, 9am
Serve Safe Training at Marion-Polk Food Share

Inside this issue:

Pantry Service Boundaries 1

All Agency Meeting 1

Available Food 2

Produce Thank You 2

Serve Safe Training 3

New Agency Coordinator 3

Zucchini Recipe 3

Pantry Best Practices Roll-Out 4

Agency Updates

Volume 3, Issue 5

September & October 2016

Service Boundaries & Food Pantries

A question we ask during a pantry monitoring visit is, "Do you serve people from a certain geographic area?" Over the years, we found the answer to this question varies based on location. We in turn get asked by volunteers and managers what Marion-Polk Food Share's policy is around serving people from any city/zip code or from only certain areas. In developing this policy, we have taken into consideration feedback from pantry managers as well as guidelines that have already been written in our TEFAP policy book. After consideration, here is our statement on having boundaries for whom you will serve:

Partner Agencies (PA) contracted with Marion-Polk Food Share (MPFS) shall serve individuals regardless of address or geographic area of residence, unless PA follows policy guidelines under Section II below.



Volunteer selecting food at a mobile shopping-style pantry in a senior apartment building in Salem.

I. MPFS does not dictate, expect or encourage PAs to serve a defined geographic community. MPFS encourages agencies not to establish "service areas" and to serve all that need their services equally, despite location of home address. Unless otherwise communicated to MPFS in the manner explained below, it is understood that your PA will serve all clientele equally, to the extent that your food supply allows, regardless of address.

II. If a PA decides that they would like to establish a geographic service area, that PA must follow these steps:

- Notify MPFS agency relations of their intent in writing via email or mail.
- With letter of intent, provide to MPFS a map marking the service area or a clearly explained written description of the service area.

(Continued on page 4)

All Agency Meeting: September 29

Key Topic: *Thanking you and how do you thank your volunteers?*

Where: Marion-Polk Food Share Offices

When: 2-4pm

Agenda Items:

- Volunteer appreciation
- Brief survey on food distribution bottlenecks & MPFS strategic planning
- Time to talk just as meal sites or pantries

WE WANT TO THANK YOU

- Food for a late lunch or mid-afternoon snack!
- Raffle: 2 pairs of Chefs' Nite Out tickets, Oregon Foods Cookbook, and other goods! Must be present to win.

Salem Harvest

Thanks to Salem Harvest we have seen over 78,000 pounds of fresh produce this 2016 harvest season. Some of the food that they have shared with us are plums, summer squash, broccoli, beets, and pears. Only more to come! Thank you Salem Harvest for this amazing partnership. Go to their website SalemHarvest.org if you are interested in volunteering for harvests.

Items Available to All Agencies on Allocations:

- Rice
 - Flour
 - Marion-Polk Food Share Chili Mix
 - Frozen Green Vegetables
 - Frozen Nongreen Vegetables
 - Frozen, Precooked Pasta
 - Assorted Donated product categories.
- This is the food that is packed in banana boxes and originates from food drives. Type and volume varies.

Produce Available :

- Corn on the cob, expected Sept. 13
- Green Beans, expected Sept. 20
- Cauliflower, expected Oct. 4,11,18

Other seasonal produce brought to us by Salem Harvest, Oregon Food Bank, and generous local donors. Dates and types to be determined as harvest opportunities are available.

A big thanks to meal sites who have stretched themselves and are handing out vast quantities of produce for the **first time!**

*South Salem Friends Church *First Christian Church, Silverton

And thank you to the food pantries and meal sites who have been distributing totes of produce : Ella Curran, AWARE, Mano-a-Mano, Keizer Food Bank, Salem Spanish SDA, Salvation Army, St. Vincent DePaul, Precious Children, Mission of Hope, Joseph's Storehouse, New Harvest, Table of Plenty, Community of Christ, James 2, St. Luke's, Englewood East/West, New Hope, Iskam, and SACA.

USDA Items On Allocations	
September	October
Beans, Garbanzo dry (12/2#)	Applesauce (24/300)
Beans, Kidney dry (12/2#)	Beans, Garbanzo dry (12/2#)
Beans, Pinto dry (12/2#)	Beans, Kidney (24/300)
Beef Stew (24/24oz)	Beans, Kidney dry (12/2#)
Cereal, Oat Circles (12/14oz)	Beef Stew (24/24oz)
Flour, Bakery Mix (6/5#)	Blueberries, Frozen (8/3#)
Grits (8/5#)	Cereal, Corn Flakes
Juice, Grapefruit (8/64 oz)	Cereal, Oat Circles (12/14oz)
Milk, 1% UHT (12/32oz)	Cherries, dried (8/2#)
Pasta Sauce (24/300)	Dates, Whole pkg (24/1#)
Pasta, Egg Noodle (12/1#)	Eggs (15/doz)
Pasta, elbow macaroni (20/1#)	Flour, Bakery Mix (6/5#)
Pasta, Spaghetti (20/1#)	Juice, Concord Grape (8/64oz)
Peanut Butter (12/18oz)	Juice, Cranberry (12/11.5oz)
Potatoes, Dehydrated (12/1#)	Juice, Grapefruit (8/64 oz)
Rice, Long Grain White (24/2#)	Lentils, Dry (12/2#)
Salmon, Red Can (24/7.5oz)	Milk, 1% UHT (12/32oz)
Soup, Cream of Chicken Rdu. Sod (12/22oz)	Pasta Sauce (24/300)
Tomato Sauce (24/300)	Pasta, Egg Noodle (12/1#)
	Pasta, elbow macaroni (20/1#)
	Pasta, Spaghetti (20/1#)
	Peaches (24/300)
	Peanut Butter (12/18oz)
	Potatoes, Dehydrated (12/1#)
	Rice, Long Grain White (24/2#)
	Salmon, Red Can (24/7.5oz)
	Soup Cream of Mushroom Rdu. Sod (12/22oz)

\$100 Food-to-Buy
Coupons Expire
September 31, 2016

All other \$50 coupons are valid until their printed expiration dates.

THANK
YOU!

For Getting Produce
to the People

Sign up: Serve Safe For Food Pantries

Free book!

Tuesday October 18, 9am

Marion-Polk Food Share
Community Room

Topics: food labels, allergies,
storing and transporting food
safety and more!

Call or email Auzeen to
sign up for this class.

Maximum of 2 people per organization, and priority for agencies that have not yet received the training. Training good for 3 years and qualifies for required pantry food safety course. Best for managers and inventory managers.

Baked Zucchini Sticks

Ingredients

- 4 medium **zucchini**
- 2 **eggs**
- 1/2 cup **water**
- 1/4 cup finely grated **parmesan cheese**
- 1 1/2 cups **bread crumbs**
- 1 Tablespoon dry **Italian herbs**

Directions

1. Cut zucchini into long sticks, about 3 inches long.
2. Microwave zucchini for about 3 minutes. Pat zucchini sticks dry with a paper towel.
3. Mix eggs and water together in a small bowl. Mix cheese, bread crumbs and herbs together in another small bowl.
4. Dip zucchini sticks first into the egg mixture and then into the bread crumb mixture.



Recipe from FoodHero.org

New Agency Relations Coordinator: Auzeen Rasaie



Auzeen has been with Marion-Polk Food Share for 6 weeks as agency relations coordinator. In her own words; *Hi! I am originally from the Seattle area, moved to Salem over a year ago and currently live in Stayton. My previous job was at the University of Washington in the office of Community-based Learning and Research working with student leaders organizing service learning experiences. I graduated with a MA in International Community Development and focused my thesis on food justice issues. I am so excited to be a part of MPFS and to go from research to hands-on experience dealing with issues of food equity!*

Auzeen will be the main point of contact for all Priority 2 agencies and groups in rural Marion county and NE Salem. Your organization manager has already received an email if she is your primary agency relations contact. Please use her to answer your questions and trouble shoot needs from orders and delivery to posters and client questions. And say Hi when you see her!

Palitos de Calabacín Horneados

Ingredientes

- 4 **calabacines** medianos
- 2 **huevos**
- 1/2 taza de **agua**
- 1/4 de taza de **queso parmesano** finamente rallado
- 1 1/2 taza de **migas de pan**
- 1 cucharada de **hierbas Italianas** secas

Preparación

1. Corte el calabacín en tiras o palitos de unas 3 pulgadas de largo.
2. Cocínelos en el microondas por 3 minutos. Seque los palitos de calabacín dándelos golpes suaves con una toalla de papel.
3. Mezcle los huevos y el agua en un recipiente pequeño. Mezcle el queso con las migas de pan y las hierbas en otro



Receta de FoodHero.org

Marion-Polk Food Share

1660 Salem Industrial
Dr NE
Salem, OR 97301-0374
Phone: 503-581-3855
Fax: 503-581-3862

Warehouse Open
Monday thru Friday
9am-3:30pm

Agency Relations,
Megan Rivera &
Auzeen Rasaie –
training, materials,
general questions

Warehouse Manager,
Tom Oblack —food
allocations, inventory

Food Resource,
Kendra Alexander—
food purchase

VP of Programs, Ian
Dixon-McDonald
VP of Operations,
Abisha Dunivin

Keep up with
the Food Share
on Facebook,
Twitter
@endlocalhunger
and our
website



Imagine...No Hunger

Best Practices for Food Pantries Update

Food Pantry Best Practices is now complete. Best practices for food pantries have been developed from food banking tools that exist across the US and observations from pantries in our network. The practices have been vetted within our agency network. The goals of our best practice document are to communicate to each pantry what MPFS expectations are for providing food and services to your community. The document also provides a way for MPFS to better identify training and support that we can provide to agencies. It will also help MPFS to distinguish agencies who are doing aspects of best practices really well so they can be a teacher or leader for others. A final goal is to capture what makes a pantry operationally strong to those groups who might be struggling.

Roll-out of the best practices will start in January of 2017. Each quarter, emergency food pantries will be sent the Best Practices document ahead of their site visit. You will be given at least 6 weeks to fill out the guide

MPFS Closure September 22

MPFS offices and warehouse will be closed for staff to take part in strategic planning. Deliveries and shopping will be rescheduled.

(Continued from page 1, service boundaries)

- Notify MPFS, in the same letter, how PA will respond to clients who come from outside your service area. MPFS requires that you serve outside service area clients **at least once**, and that you have a defined, written policy explaining how you will respond to clients who repeatedly request your services but reside outside your area.
- MPFS must acknowledge receipt of the letter and notify PA of approval.
- PAs must clearly and publically post their service policy at their intake table. Must be easily visible to clients and in all languages spoken by clients. MPFS requires a map with service area marked, along with a

and collect examples to show what your pantry is doing in each aspect. The documentation should be turned in to MPFS as soon as it's complete. Agency relations staff will review your submission and then go over the results with you at your annual site visit.

Food pantry Best Practices is available on the Agency Resource Website. Links to this website are on the Primarius home-page where you log in for ordering food, and this page will be available to all when our new MPFS website launches in a few months!

MPFS Agency Relations would like to offer up to any agency that is interested in doing a trial run of assessing your pantry to contact their agency relations representative to start this process. Thank you for your help and feedback in developing this tool.



posted written explanation of service area.

Please know our goal is transparency to people who go to our food pantries as well as minimizing requirements for pantries. This policy has come out of many client calls expressing frustration for not being served, or wanting better understanding for why they are not being served, or agency calls for confusion about whether they should or should not provide food for certain families.

A template for service area information will be available on the Agency Resource Website if you would like to use it.

Any questions about the policy, please contact agency relations staff, Ian Dixon-McDonald, Megan Rivera, or Auzeen Rasaie.



Media Packet
September 2016



PHOTOS BY DANIELLE PETERSON / STATESMAN JOURNAL
Marion-Polk Food Share Youth Farm graduate Abigail Jeanseau, 13, holds a purple pepper while giving her parents a tour of the farm on Wednesday at Chemeketa Community College in Salem.

Youth farmers graduate, honored for summer work

Farm donated
7,000 pounds
of produce

NATALIE PATE
STATESMAN JOURNAL

When Abigail Jeanseau asks some of her friends where they think vegetables come from, they say, "Um ... Safeway?"

Jeanseau knows better. Jeanseau, 13, worked 200 hours this summer on the Marion-Polk Food Share Youth Farm.

From rainbow quinoa to Iko Iko peppers, Jeanseau worked with 15 fellow youth farmers to plant and harvest dozens of fruits and vegetables at the youth farm at Chemeketa Community College.

Just months ago, the farm was a muddy field.

With help from Chemeketa and Oregon State University, the youth farmers planted more than 40 fruits and vegetables and harvested more than 10,000 pounds of food, 7,000 of which were donated through the food share.

A "graduation" ceremony was held at the farm Wednesday night to honor the students.

"Our goal is to make sure everyone in the community is fed healthy, nutritious food every day," said Rick Gaupo, president of the food share. "And we want our kids (to feel) a sense of accomplishment ... (to grow) up caring about one another. "The farm does all of that."

As the students collected their certificates Wednesday night, they each shared their favorite thing about working on the farm.



Graduates of the Marion-Polk Food Share Youth Farm program were recognized during an informal ceremony on Wednesday.



Quinoa is one of more than 40 crops students grew at the farm. More than 10,000 pounds of food were harvested, with 7,000 pounds distributed via the food share.

While some picked their favorite vegetables to grow or recounted funny memories, the overall theme was that they found and created a sense of community and appreciation for food.

Justine Colby said her favorite thing was "seeing all the things we could

make here with our own hands."

Brian Jeanseau, Abigail's father, said Abigail has been involved in band for about five years, but this year she is stopping her band career to have time to dedicate to the farm.

"I won't be able to be at the farm as much during the year because I'll be in school, but I will on Wednesdays and Saturdays ... as much as I can," Jeanseau said.

Summer of 2016 youth farm graduates:

- » Nicole Barbuch
- » Andrew Bond
- » Ben Bond
- » Chris Botkin
- » Salvador Casillas
- » Justine Colby
- » Juan Correa
- » Michael Crain
- » Aaliyah Fitzke
- » Kevin Garcia
- » Wesley Gutierrez
- » Logan Hastings
- » Abigail Jeanseau
- » Hailey Lanham
- » Christopher Macias
- » Preston Pearson

"I love being out in nature and it's really important to me to know where my food comes from," she said. "This is the type of environment I would want kids to be taught in."

Contact Natalie Pate at npate@StatesmanJournal.com, (503) 399-6745

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PHOTOS BY DANIELLE
PETERSON/STATESMAN JOURNAL
Trevor Sussa, a transfer student from University of Colorado, helps package frozen vegetables on Tuesday at the Marion-Polk Food Share in Salem, as part of the Jump Start Service Learning and Sustainability program at Willamette University.



Sakura Shimada, a transfer student from Japan, helps package frozen vegetables at the Marion-Polk Food Share in Salem.

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Viagra 50mg	16	\$84.99	Evista 60mg	100	\$139.99
Cialis 20mg	16	\$104.99	Flovent 110mcg	360 ds	\$119.99
Cialis 5mg	90	\$134.99	Niaspan 500mg	84	\$89.99
Levitra 20mg	30	\$114.99	Boniva 150mg	3	\$49.99
Spiriva 18mcg	90	\$174.99	Xifaxan 550mg	100	\$154.99
Celebrex 200mg	90	\$109.99	Multaq 400mg	180	\$579.99
Advair 250/50mcg	180 ds	\$189.99	Flomax 0.4mg	90	\$49.99
Zetia 10mg	100	\$114.99	Ranexa ER 1000mg	100	\$119.99
Crestor 20mg	100	\$159.99	Bystolic 5mg	84	\$99.99
Combivent 18/103mcg	600 ds	\$124.99	Benicar 40mg	90	\$119.99
Symbicort 160/4.5ug	360 ds	\$199.99	Lipitor 20mg	84	\$28.99
Cymbalta 60mg	90	\$49.99	Actos 30mg	90	\$33.99
Namenda 10mg	84	\$104.99	Vtyktor 10/40mg	90	\$139.99
Nexium 40mg	90	\$114.99	Vesicare 5mg	90	\$114.99
Diovan 160mg	100	\$72.99	Aricept 10mg	84	\$29.99
Aggrenox 200/25mg	200	\$124.99	Actigall 300mg	300	\$189.99
Entocort 3mg	100	\$114.99	Invokana 100mg	90	\$364.99
Propecia 1mg	100	\$69.99			
Januvia 100mg	84	\$214.99			
Ventolin 90mcg	600 ds	\$64.99			
Pentasa 500mg	100	\$114.99			
Avodart 0.5mg	90	\$104.99			
Pradaxa 150mg	180	\$464.99			
Vagifem 10mcg	24	\$99.99			
Xarelto 20mg	84	\$449.99			
Asacol 800mg	300	\$234.99			
Tricor 145mg	90	\$124.99			
Colchicine 0.6mg	100	\$94.99			
Abilify 5mg	100	\$144.99			
Singulair 10mg	84	\$33.99			
Plavix 75mg	90	\$26.99			
Premarin 0.625mg	84	\$79.99			
Pristiq 50mg	100	\$139.99			
Janumet 50/1000mg	112	\$239.99			
Protonix 40mg	84	\$29.99			
Synthroid 100mcg	90	\$44.99			
Onglyza 5mg	84	\$294.99			

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CODE AK50



Sakura Shimada, a transfer student from Japan, helps package frozen vegetables at the Marion-Polk Food Share in Salem.

College students help food share fight hunger

Orientation session helps encourage community service

NATALIE PATE
STATESMAN JOURNAL

Students from Corban University and Willamette University spent Tuesday volunteering for Marion Polk Food Share in Salem.

Whether they were sorting corn, working in one of the food share's dozens of community gardens or packaging frozen produce for families in need, the students were doing their part to help end hunger.

About 130 Corban students volunteered in the morning as part of their new student orientation service project. One group of Corban students sorted more than 23,000 pounds of corn and other food that went to the food share's partnering agencies and pantries the same day.

"What a great start to the school year," said Rick Gaupo, president of the food share.

Gaupo said the work Corban students did saved the community thousands of dollars, which will allow parents to buy things such as back-to-school supplies.

The food share distributes food to about 40,000 people per month at more than 100 different agencies in Marion and Polk counties. The students said they were glad they could be a part of that work.

"I've only been (in Salem) for three days and I already feel like I've made friends and helped the community," said Gauge Anderson, 18, an incoming Willamette student from Montana. "There is a real sense of community."

The 33 Willamette students were part of the university's Service, Leadership and Sustainability program, an optional orientation program for incoming students who are interested in community service.

Eric Lassahn, director of Willamette's Community Service Learning office, said the program helps orient new students with community partners.

They like to partner with Marion Polk Food Share because it has such a strong presence in the community, but also has a



A group of students help package frozen vegetables. Rick Gaupo, president of the food share said the work students did saved the community thousands of dollars, which will allow parents to buy back-to-school supplies.

focus on sustainability and limiting waste, he said.

The group will also work with Salem Harvest, Potluck in the Park, The Boys & Girls Club, and Family Building Block this week.

Tuesday, the students sorted frozen produce into family-sized portions, pulling the vegetables from large bins and scooping them into clear bags.

Allen Pfeiffer, volunteer manager for the food share, said each bag will serve a family of four or more; the food could be on families' tables by the end of the week.

While putting on hair nets and sorting through frozen food might not be the most glamorous of volunteer jobs, Lassahn and Pfeiffer said this behind-the scenes work is crucial in helping the community.

"Without volunteers, we wouldn't be able to do what we do," Pfeiffer said.

Cheyenne Boon, 19, is a student leader from Willamette. She said students can get so caught up in everything else they have to do during the year, they sometimes just don't volunteer. But this group was different.

"I am really inspired by their work," she said. "These students are always ready to go."

Contact Natalie at npatte@StatesmanJournal.com, 503-399-6745, or follow her on Twitter @NataliePate, on Facebook at www.Facebook.com/nataliepatejournalist or on the Web at nataliepate.com.

WINE & DINE

Tickets on sale now for October's Chefs' Nite

LEANN MOORE
STATESMAN JOURNAL

Tickets now are on sale for Bonaventure Senior Living's annual Chefs' Nite Out scheduled for 4 to 7 p.m. Oct. 9 at the Salem Convention Center.

The annual fundraiser for Marion-Polk Food Share is an opportunity to sample culinary creations from more than 45 local restaurants, wineries, breweries and others.

There will be live music by the Orvil Ivie Duo and the Seymour-Baker Band.

"It's unique to have so many different restaurants, wineries and cideries to try all in one spot," said event organizer Linda Kromer. "When you come to Chefs'

Nite Out, you have the opportunity to meet the chef of your favorite restaurant or try out a new winery, all while giving hungry people in our community the food they need to work, learn and thrive."

Tickets are \$65 through Aug. 31 and \$75 after. This event is expected to sell out, so people are encouraged to get their tickets early. Discounts are available for ticket purchases of six or more. All ticket proceeds benefit the food share's mission to end hunger in Marion and Polk counties.

For more information, call 503-581-3855 or go to Marionpolkfoodshare.org.

See WINE & DINE, Page 4D



STATESMAN JOURNAL FILE

The annual Bonaventure Senior Living Chefs' Nite Out, a fundraiser for Marion-Polk Food Share featuring creations from more than 45 local establishments, is Oct. 9.

MEALS ON WHEELS



DANIELLE PETERSON / STATESMAN JOURNAL
Gary Grombacher, left, who volunteers twice a week for Marion-Polk Food Share Meals on Wheels, picks up meals from Center 50+ prior to deliveries on Friday in Salem.

Salem man delivers more than just a meal



FORWARD THIS
CAPI LYNN

Gary Grombacher knocks on the door and waits.

When it opens, sometimes just a crack, he smiles, says hello and hands the person on the other side a meal.

The interaction lasts only a few seconds, maybe a minute or two if there's small talk, but it's meaningful. He may be that person's only link to the outside world that day.

Beyond just delivering a hot, nutritious meal, Grombacher is providing a critical safety check to the homebound in our community. He is a volunteer for Marion-Polk Food Share Meals on Wheels, and many of the people he delivers to are seniors.

"That's why I do what I do," Grombacher says. "I like being helpful. It's nice to observe and see what's going on with them, in case you can help them in another way."

He helped one client get a microwave to warm his meals and a heater to stay warm in the winter. He helped another get a phone. Other agencies get involved with assistance when needed.

Grombacher is one of about 200 volunteers for Meals on Wheels, a home delivery meal program that has been serving seniors and disabled adults in our community since the early 1970s. It has been managed by Marion-Polk Food Share since 2014.

The vast majority of volunteers are drivers, like Grombacher. They drive their own cars and use their own gas. Some volunteer once a week, some more. Others fill in as substitutes when regulars are unable to do their routes.

The program could use more volunteers. A delivery volunteer must have a valid Oregon driver's license, personal transpor-

tation and auto insurance, and pass a background check. Meals on Wheels asks for a six-month commitment and provides training.

Grombacher is a regular driver on Thursdays and Fridays. He also subs on his route the rest of the week when needed.

The hub for Meals on Wheels is at Center 50+, where meals are prepared fresh in the kitchen at the senior center and reviewed by a registered dietitian to make sure they meet at least one-third of the daily recommended dietary allowances.

On the menu the day I visit is lasagna, Caesar salad, Italian vegetables, broccoli, sourdough bread and grapes.

Grombacher arrives at the center by 10:45 a.m. When he checks in, he is handed a detailed route sheet that lists the client's name, address, type of meal and directions. Diabetic needs are highlighted in pink, weekend meals in blue and juice in orange. Not everyone requests juice.

Since it's a Friday, he also will be delivering frozen meals for the weekend. He packs 12 hot meals, two diabetic meals, 13 frozen meals and nine juices in three insulated bags, counting everything twice to make sure he has what he needs.

The average age of a Meals on Wheels recipient is 85. The clients on Grombacher's route range from a 30-something year old man with multiple sclerosis to a 95-year-old woman.

In most cases, they are unable to shop for and prepare food on their own. Many suffer from chronic disease or disability, and more than one-third live at or below the poverty line. (The cost for a meal is \$4.50, and financial assistance programs are available.)

Grombacher, who served in the Navy during the Vietnam War, has been a volunteer for about

Meals on Wheels

Volunteer: Call the Marion-Polk Food Share at 503-581-3855 or email VolCord@marionpolkfoodshare.org. All Meals on Wheels drivers volunteers must have their own transportation and complete a background check.

Receive a meal: Call the Meals on Wheels office 503-364-2856 or email mealsonwheels@marionpolkfoodshare.org.

three years. He and his wife, Suzanne Cook, who volunteers at the front desk at Center 50+, were eager to find volunteer opportunities when they moved here from Southern California.

They retired here because they love the weather and the people. Even the drivers are nice, Gary points out along on his route.

He delivered blood for the American Red Cross for about a year, but being a retail manager for 40 years, he managed for more social interaction. Meals on Wheels offered him that, not just with clients but with other volunteers.

Grombacher's regular route is No. 8, which on this day has a dozen stops across five miles. He delivers at front and back entrances, upstairs and downstairs, at apartment complexes, houses, trailers and duplexes.

Clients eagerly await his arrival. One is sitting in his wheelchair in the front doorway. Another is waiting in a lawn chair under his carport and rises to meet Grombacher at the end of the driveway. Grombacher tells me the latter is a World War II veteran who has a daughter with special needs. Both are clients.

Most of them greet him by name. He is a familiar face they look forward to seeing, even if it's just for a moment a couple days a week.

Grombacher gets to know some clients better than others. He often shares tomatoes from his own garden with one man.

"He had a garden for a while, but didn't plant one this year," Grombacher says before knocking on

the door.

"No tomatoes today," he explains to the man as he hands him his meal. "I'll get you next time."

Being a Meals on Wheels driver requires flexibility. Grombacher doesn't notice until he's underway that one regular client is not scheduled to receive a meal on this day, and there's also a new client on the route. He has all of their phone numbers logged in his cell phone and a Garmin GPS in his car if needed.

Sometimes clients know they won't be home around delivery time and provide instructions on what to do with their meal. They may leave the door unlocked so Grombacher can just leave it inside, or they may ask him to leave it with a neighbor.

One woman on his route has her Styrofoam cooler sitting on her front step, with three rocks on top to keep the lid from blowing away. Grombacher puts her meals inside.

His last stop is at the home of Marvin Reese, who opens the door with a smile and reaches out to shake Grombacher's hand. Their interaction is more pronounced than usual and lasts a bit longer.

"I think that was for your benefit," Grombacher says.

"Forward This" appears Wednesdays and Sundays and highlights the people, places and organizations of the Mid-Willamette Valley. Contact Capi Lynn at clynn@StatesmanJournal.com or 503-399-6710, or follow her the rest of the week on Twitter @Capilynn and Facebook @CapilynnSJ.



Cream of the crop

Wyden visits Salem's Marion-Polk Food Share, helps volunteers sort 25,000 pounds of corn

DANIELLE PETERSON | STATESMAN JOURNAL

A mountain of sweet corn, about 25,000 pounds from Dickman Farms of Silverton, was dropped off Wednesday at the Marion-Polk Food Share in Salem.

Volunteers quickly began sorting the corn and loading it into large bins. They took a brief break when U.S. Sen. Ron Wyden showed up to tour the facility and talk with volunteers, food share employees and local farmers.

"What you guys are doing is incredibly important," Wyden said. "The reality is there are lots of volunteers in December because it's Christmas and everyone wants everyone to have a good holiday, but we need (volunteers) even more in August."

Wyden rolled up his sleeves and spent a few minutes helping volunteers.

"This proves that members of congress can be useful," he said jokingly.

Organizers said the corn would be delivered to local food pantries within the next day or two.

Top: U.S. Sen. Ron Wyden helps volunteers sort 25,000 pounds of sweet corn from Dickman Farms of Silverton on Wednesday at the Marion-Polk Food Share in Salem. "What you guys are doing is incredibly important," Wyden told volunteers.

Below: Volunteer Michelle Glass works to sort corn on Wednesday. Organizers said the fresh corn will be delivered to local food pantries in the next day or two.

PHOTOS BY DANIELLE PETERSON / STATESMAN JOURNAL





SPECIAL TO THE STAYTON MAIL

Happiness is a clean dog at "Paws for the Cause." The second annual dog wash and food drive takes place Aug. 20.

'Paws for the Cause' coming up

ANNETTE UTZ
FOR THE STAYTON MAIL

To help keep tails wagging during these dog days of summer, Stayton Veterinary Hospital will be hosting the second annual "Paws for the Cause" from 9 a.m. to 4 p.m. Saturday, Aug. 20.

It's a combination dog wash and food drive. With a donation of pet food or non-perishable people food, happy pooches will get a chance to cool down, clean up and aid in helping the community. The fun will take place at SVH, 1308 N. First Ave., and all proceeds will benefit SafeHaven Humane Society and the Marion Polk Food Share.

Throughout the day, various baskets of themed prizes will also be raffled. Tickets are \$1 each and may be purchased in advance at the

clinic or during the event. Drawings will place at the end of the day.

During last year's event, 500 pounds of food was collected for the food share, along with eight large bags of dog food and 24 cans of wet food for SafeHaven. The two organizations also received \$120 each from raffle ticket sales.

Callie Gullett, a veterinary assistant at SVH, said that the goal is to increase the numbers this year.

"We would like to collect 750 pounds of food for Marion Polk Food Share, 12 bags of dog food or 40 cans of wet food for SafeHaven and raise \$400 in raffle ticket sales to be donated equally between the two organizations," she said.

For more information, call 503-769-7387.



SPECIAL TO THE STAYTON MAIL

Dogs of all sizes will get to enjoy a cooling bath at "Paws for the Cause." Last year, 500 pounds of food was collected.

Holding Court

at Court Street Dairy Lunch

SERVING UP MID-VALLEY NEWS SINCE 2014

Cute calf steals hearts this week



**Michael Davis &
Carol McAlice Currie**

Every Tuesday at noon the community gathers at the **Court Street Dairy Lunch** to share with us stories about good they're doing or the help they need.

Executive Editor Michael Davis and Reporter Carol McAlice Currie would love to meet you there.

An adorable 10-day-old calf stopped passers-by and stole hearts on the sidewalk outside of the Court Street Dairy Lunch restaurant on Tuesday, and the Holding Court crew was not immune.

Iris, a Holstein (think black and white spotted dairy breed) born on the Van Dam Dairy Farm in Turner almost two weeks ago, was cute enough to encourage folks to eat fish instead of burgers at the Dairy Lunch. But her appearance was actually a reminder to city dwellers to make plans to attend the Oregon State Fair starting Aug. 26 and running through Sept. 5.

The adorable calf, who was making her first public appearance and had never been off the farm before, was stopping traffic and encouraging horn honks from passing motorists. She was a big hit.

But so, too, are the Oregon Dairy Women, who will once again staff the Red Barn at the state fair this year, (just outside of the Livestock Pavilion) and show off their hand-made shakes, ice cream cones and other dairy delights throughout the fair's run. The Red Barn and Dairy Princesses are as much of a staple at the fair as the chair-lift ride.

Helping the Dairy Women out at the state fair will be the 2016 Oregon Dairy Princess Sara Pierson, and first alternate Diary Princess Gina Atsma. Both young women are fifth generation dairy farmers. Sara's family works the Sarben Dairy Farm in St. Paul and Gina's family is at home on the Atsma Dairy Farm in Amity.

Sara, a junior at Oregon State University who is studying Agriculture Business Management or ABM, said her "grandpa had his grandfather's papers from Ellis Island, and reports that there are 350 milking cows on her family's farm."

"I have two cousins who were Dairy Princesses, Alice and Lydia," said Gina. "And the name Atsma goes back to Napoleonic times," added the 2015 West Salem High School graduate who said there are 200 milking cows on the family farm.

And thanks to Jessica Klewer, the state director of the Dairy Princess Ambassador Program, this newspaper's own Michael Davis and Carol McAlice Currie will lend a hand at the dairy cattle exhibit. Last year, they bathed a bovine. This year, they'll attempt to give a Holstein a haircut. Check this spot soon for hilarious video of two former Rhode Islanders coaxing a cow with clippers in hand.

Nosh for a good cause

Tickets are on sale for Chef's Nite Out, one of the annual highlights of the Salem social calendar.

Heather McPherson, mistress of media for Marion-Polk Food Share, led a contingent of folks who came by to tour the 2016 evening of local food and beverages, set for Sunday, Oct. 9 from 4-7 p.m. at the Salem Convention Center.

Also around the table Tuesday afternoon were Community Kitchen program director **Steve Morton**, Food Share events manager **Linda Kromer**, and the Loustic Catering team of **Daryl** and **Leslie Gossack**.

The Food Share fundraiser brings to-



PHOTOS BY MICHAEL DAVIS / STATESMAN JOURNAL
Above: Oregon Dairy Princess First Alternate Gina Atsma, from left, Oregon Dairy Princess Sara Pierson and Mark Van Dam of Van Dam Dairy in Turner spend some quality time with Iris, a 10-day-old Holstein.

Far left: It's a high-flying month at the Evergreen Aviation and Space Museum, says Ann Witsil, interim executive director of the McMinnville attraction.

Left: Anna Tinseth, from left, Joy A. Beebe, Barbara Jensen and Terry Pilsner came by to promote the Spirit of '45 day on Aug. 14 in Portland that will honor World War II service members as well as commemorate sea-born troops who served at Pearl Harbor.

ages.

The winery is located at 10660 SW Youngberg Hill Road in McMinnville. Call 503-362-0485 to order tickets.

Those who prefer to wait can purchase admission at the event.

Questions? Email info@salemconcertband.org.

Camp for high schoolers

There's plenty of edutainment available this month at the Evergreen Aviation and Space Museum in McMinnville where imaginations soar.

Interim Executive Director **Ann Wit** sil came be to inform us that a three-day Advanced Aviation Camp for high school students begins Aug. 24.

Students will receive hands-on training on flight planning, simulator training airplane and power plant. The camp concludes with an actual flight in a private aircraft, courtesy of the EAA Young Eagles program.

The cost is \$200 for members, \$225 for non-members.

In addition, the museum will be hosting a members-only Open Cockpit Day on Aug. 20, from 10 a.m. until 4 p.m.

Attendees will be able to tour the museum's "Air Force Two," a VIP version of the standard U.S. Air Force C-9. The plane transports government officials including the vice president, secretary of state or first lady. It has advanced satellite communications, in-flight television and telecommunications computers. I was in use until 2011, having served several White House administrations.

Tours will also include a look inside the second-oldest surviving Douglas DC-3.

For further information call 503-434 4185 or visit evergreenmuseum.org.

See HOLDING COURT, Page 7A

Holding Court

Continued from Page 6A

Honor your WWII hero

Barbara Jensen, founder of the Oregon Spirit of '45, which is part of a national coalition that established a national day to honor the men and women who served in World War II so that their example might encourage future generations, wants residents to honor their own personal WWII heroes.

She, along with her mother, **Joy A. Beebe** who literally wrote the book on being a war bride ("Snapshots of a War Bride's Life") and **Anna Tinseth**, a Salem Academy grad who marched in a Washington, D.C.-day parade over Memorial Day to honor the WWII generation, say residents can honor their personal heroes in one of two



PHOTOS BY MICHAEL DAVIS / STATESMAN JOURNAL
Linda Kromer, Heather McPherson, Steve Morton, Daryl Gossack and Leslie Gossack will join forces at Chefs' Nite Out.



Memo Plazas, Marybeth Beall and Adrienne Schutte of Northwest Human Services stopped by to tout the center.

Get your tickets today to attend



Chefs' Nite Out

A benefit for Marion-Polk Food Share



*Salem Convention Center
Sunday, October 9, 2016*

4:00 to 7:00 p.m.

Presented by
 **Bonaventure**
Senior Living

Tickets on sale at MarionPolkFoodShare.org or 503-581-3855



Hunger Doesn't Take a Vacation

Get Involved Today



Marion-Polk Food Share

www.MarionPolkFoodShare.org

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10 Most Wanted

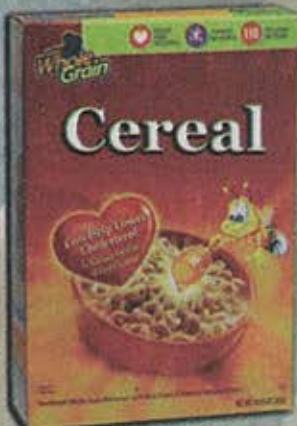
Soup



Fruit



Cereal



Pasta



Peanut Butter



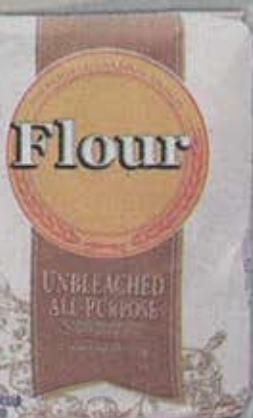
Tomato



Tuna



Vegetables



Over 16,000 children a month eat from emergency food boxes in Marion & Polk counties.

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1650 Salem Industrial Dr. NE, Salem, OR 97301 (503) 581-3855

www.marionpolkfoodshare.org



Marion-Polk
**FOOD
SHARE**

Fiscal Year 2015-16

Executive Summary

Results

September 22, 2016



Programs Summary

Ian Dixon-McDonald

The Programs Department at the Food Share guides and coordinates community services of the organization. Our focus is the kind and quality of services the Food Share offers the community, as well as collaboration with partners working towards similar goals. Client experience and community impact are the major ways we gauge success.

Guiding Principle: Building community through food, fostering dignity and compassion

Agency & Client Services (ACS)

The Agency & Client Services Program focuses on supporting our network of partner agencies, developing our food distribution network and providing direct services to our agency network clientele. In FY 15-16, we expect to develop the ACS program in the following ways:

1. **Proactive Agency Support, Client Focus:** Broadly speaking, the ACS program is evolving from one focused on contract monitoring to one focused on ensuring the community has convenient access to high-quality supplemental food assistance, as well as pantry-based education and resource referral services. This year, we will make advancements in the specific areas listed below.

Result:

Made significant progress towards a more client-centric approach. Two emergency food pantries have converted their distribution to a shopping style where clients choose the food they take home. They are “Our Lord’s Cupboard” at Trinity United Methodist Church in southeast Salem, and Wednesday afternoon distributions at Mission of Hope’s Silver Creek Fellowship building in Silverton. Plans are in the works for Dallas Emergency Food Pantry to move to a shopping-style distribution in the fall/winter of 2016. In addition to these conversions, we have Silverton Area Community Aide opening their pantry one night a week for those who cannot make it to their morning hours. More details below.

2. **Best Practices:** As a collaborative effort between partner agency leaders, statewide regional food bank staff, and Food Share staff, we are developing a Partner Agency Best Practices document with an accompanying rubric scoring system. This document will clarify the Food Share’s vision of a successful partner agency, utilizing categories such as healthy food promotion, cultural competency, succession planning, client feedback and food resourcing. This tool will be used to identify agencies in need of support and guide ACS program development.

Result:

Collected agency and staff input for Best Practices document. Best practices document is completed. Will be implemented with pilot agencies Fall 2016.

3. **Service Measurement Tool:** In the Agency Relations area, we've struggled to come up with measurement tools that truly reflect the success of the broader network. We need to develop a tool that helps us gauge whether our network successfully reaches the entire population. The tool must take in to account geographic reach, temporal reach (times agencies are open), and areas or special populations of high, unmet need. We expect to complete such a measurement tool this year.

Result:

Recruited key volunteer with GIS expertise. Developed 3 key maps overlaying agency network reach with poverty-related census data. Plan to use to inform programming decisions this year, and plan to develop additional maps.

4. **Nutrition Education:** For many years, the Food Share has engaged in occasional, somewhat scattershot nutrition education programs aimed at the pantry clientele population. We will be solidifying and clarifying our Nutrition Programs. We plan to reach over 10,000 individuals per quarter with set, evidence-based programming in healthy food promotion, cooking education and shopping-on-a-budget trainings, and develop clear program documents and benchmarks.

Result:

Program goals created, incorporated into Program Dept. Dashboard and tracked on a regular basis. On average, reached 10,000 individuals per quarter goal, including combined total of SNAP Outreach and Nutrition Education. Monthly cooking classes lead by our OSU Extension partner have been occurring at Iskam Mək^hMək-Haws. Cooking Matters at the Store tours are being held on a monthly basis in rotating communities across service area.

5. **Explore Food Share-run Agency Opportunities:** The Food Share continues to enjoy considerable success managing Iskam Mək^hMək-Haws, the food pantry serving the Grand Ronde area. Over the next year, we plan to explore additional opportunities for directly managing agencies, as it benefits the organization and the local communities we serve.

Result:

No other opportunities for direct agency management arose. Considering development of mobile or school pantry to serve Woodburn or other rural areas.

6. **Spring Break Lunch, Regional Focus:** Spring Break Lunch now sits firmly within the ACS Program scope. This year, the focus for Spring Break Lunch is to conduct better outreach in the outlying areas of Marion and Polk counties. We've experienced poor participation amongst non-Salem partners and we are seeing participation numbers reflect that. We plan to hold regional meeting and tap in to other rural partnerships to increase rural engagement in the Spring Break Lunch program.

Result:

Regional meetings occurred for Polk county, Woodburn, and canyon-area local partners. Successful increase of partner engagement from rural communities occurred as a result of these meetings.

Meals on Wheels (MOW)

The Food Share Meals on Wheels Program provides home-delivered meals and a community lunch to older adults in the Salem-Keizer area. In FY 15-16, we expect to develop the MOW program in the following ways:

1. **Normalization:** The Food Share has only been officially managing Meals on Wheels for 6 months. While it feels much more embedded now than it did months ago, we still need to focus on normalizing MOW as part of the Food Share. By the end of FY 15-16, MOW should feel as easy and natural for us to manage as Community Gardens.

Result:

MOW is a normalized, regular part of MPFS programming. Basic day to day is running smoothly and is a wonderful addition to our programs.

2. **Streamlining Distribution Model:** The current system of distributing home delivered meals involves 3 different distribution sites and different moving parts for each site. Over the next year, we plan to examine this system further and make changes that increase efficiency and quality of service for our clients.

Result:

Successfully centralized meal distribution to drivers to Center 50+. No longer leasing First Christian Church space. Staff and volunteer model altered and processes documented and standardized to make program more efficient.

3. **Increase Client Participation:** We see room for growth in our home delivered meal client numbers. Based on one newspaper article our numbers jumped, and the program has had little energy for aggressive outreach in the past. We will focus on working with senior service partners and going to the older adult population to increase client participation.

Result:

Meals served increased 13% over the course of FY16. A list of partners was created to conduct outreach with. Robust partner outreach will be conducted Fall and Winter 2016.

4. **Explore donation-based service model:** We inherited a program model where over half of our client population pays out of pocket for home delivered meals. Ultimately, the leadership at the Food Share would like to see a program that offers anyone who is over 60 and homebound a donation-based, no charge service. We will continue conversations with Northwest Senior and Disability Services to map out a plan to make this a reality.

Result:

Continued conversations with NWSDS regarding meal service model. NWSDS currently preparing an RFP that would provide additional funding to MPFS and move us to a donation model.

Farm & Garden Program (F&G)

The Farm & Garden Program provides resources, training and education to the community that increases self-reliance, employability and awareness of the Food Share. Main program components include our network of community gardens, the Food Share Youth Farm and gardening education and special events. In FY 15-16, we expect to develop the F&G program in the following ways:

1. **Youth Farm move to Chemeketa Community College:** We expect to see the Youth Farm make an official transition to operations at the CCC campus. In the works for several years, this move will give us significantly more space (thus increased youth served and CSA members) and a high profile partner with whom we can enrich the educational and vocational services of the program.

Result:

MPFS Youth Farm is operating out of new Chemeketa location, serving 22 Youth Farmers and selling at Saturday Market. Field preparations, utilities, irrigation installation and storage units completed. Pack shed/barn structure complete.

2. **Low-income Gardeners:** The Community Gardens program will focus on serving higher percentages of low-income or high need gardeners. We plan to increase our reporting and tracking sophistication to ensure we are serving those who need it. Additionally, we will expand our “Garden Connection” outreach efforts to recruit community gardeners directly from food pantry distributions.

Result:

New gardener survey designed and implementing, finding 75% of gardeners at core garden sites are low income. Pantry outreach efforts continue.

3. **Seed to Supper Classes:** We plan to continue and expand the Seed to Supper garden workshop series, a beginning gardening class for low income gardeners. We taught four six-week sessions in 2015, and two in Spanish, with great success. This program introduces new people to gardening and increases self-reliance of the community.

Result:

Hugely successful Seed to Supper program offered in 2016 at 10 sites with 80 graduates and 31 volunteer instructors. Classes offered in Spanish and English.

4. **Quinoa Farming:** The Fall of 2015 will be our 3rd year in the quinoa business and we expect it to be our most fruitful. Year one was figuring out growing, year two we understood processing, and year three we hope to see high yields and productive partnerships. We are working closely with both OSU Extension and NorPac this year. We plan to meet our Better Burger quinoa needs, explore other uses for the quinoa, and assist the agricultural sector in developing a potential new, local cash crop.

Result:

Partnering with NorPac to grow 15 acre quinoa field. Data will be collected and shared with community.

Special Projects

These are new projects that either do not fit squarely in a program area or require enough special attention to be called out separately. In FY 15-16, we expect to further develop these projects.

1. **Iskam Mək^hMək-Haws (Grand Ronde Food Pantry):** All signs indicate we will be renewing our management contract with the Confederated Tribes of Grand Ronde in December 2015. The partnership seems to truly make sense for both parties involved. Specifically, we plan to continue to maintain increased service numbers (we've tripled them since taking over the pantry), increase additional community services provided at the pantry (such as cooking classes and employment resources) and continue to work with a team of partners to develop long term food system enhancements in the Grand Ronde area.

Result:

Contract with Confederated Tribes of Grand Ronde renewed and increased to \$111,975. Pantry service numbers have increased almost 4-fold since taking over management and by 98% over FY15. Contract includes community food access projects beyond emergency distribution, such as nutrition education program and retail-oriented food access improvement projects.

2. **Community Food Systems:** Over the past year, we've engaged in Community Food Systems work in two main ways. We have a RARE (Resource Assistance for Rural Environments) AmeriCorps Service Member researching and organizing around rural food access issues, and a contractor (Kim Hanson) working primarily on Farm to School issues. We will continue the RARE position into a second year to ensure the sustainability of local projects started during the organizing work in rural communities. We will also utilize the research project, a Community Foods Assessment, to develop a plan for the Food Share's future commitment for Food Systems programming. The Farm to School work will continue, focusing on policy work that increases the quantity of healthy, local products in school cafeterias.

Result:

RARE community engagement work continued for a second year, and Leadership decided to maintain Community Food Systems position as staff position beyond AmeriCorps Service contract. Position will focus on community engagement regarding food access in Grand Ronde and Woodburn, develop a regional food system group, and explore the expansion of Meals on Wheels to the two-county region. With support from this position, we will also be utilizing asset-based community development and participatory-decision making techniques within MPFS' other program areas.

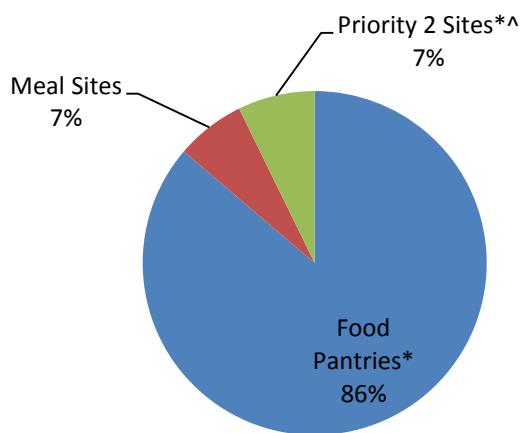
Programs Department, Fiscal Year 15/16 Annual Report

Emergency Food Distribution, Client Stats

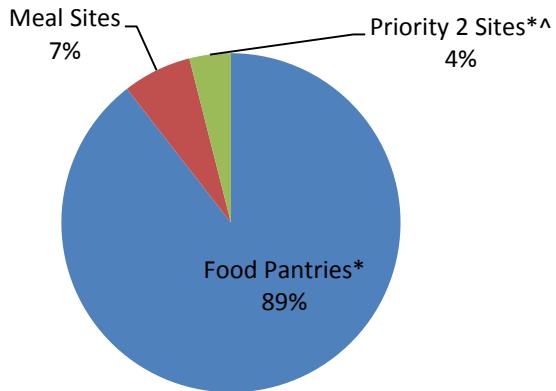
Meals Served, by Agency Type

	FY16 #	FY16 %	FY15 #	FY15 %	Percent Change
Food Pantries*	5,190,569	86.2%	5,424,155	89.5%	-3.63%
Meal Sites	392,141	6.5%	397,599	6.6%	-0.68%
Priority 2 Sites*^	436,076	7.2%	239,349	3.9%	83.47%
Total:	6,018,786		6,061,103		

Meals Served, FY16, by Agency Type



Meals Served, FY15, by Agency Type



[^]Priority 2 sites are nonprofit partners that receive food from MPFS, but provide primary services other than emergency food. For example, Family Building Blocks and Catholic Community Services foster homes.

*Food box site meals served calculated by dividing total lbs. distributed by average lbs. per meal, 1.2 lbs. according to USDA.

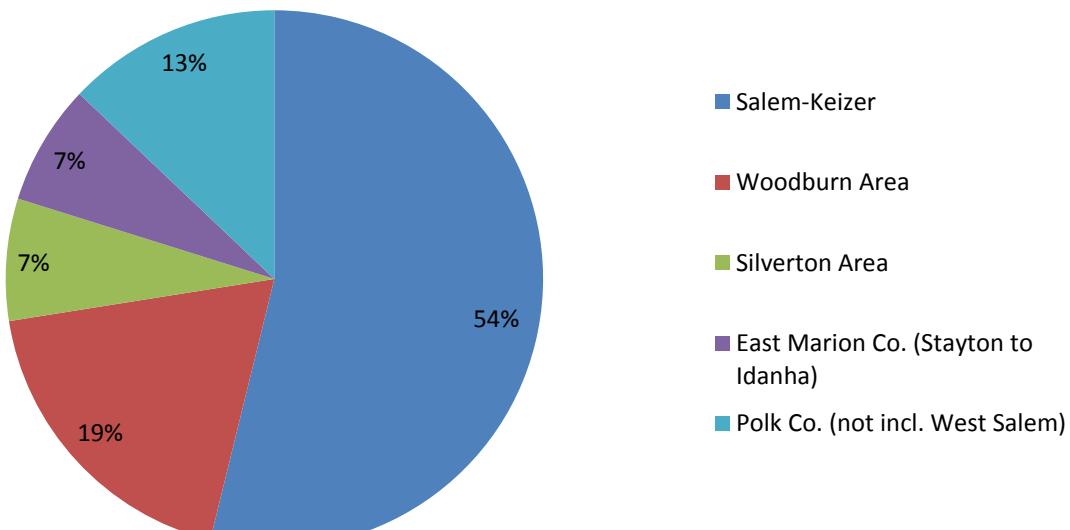
Points of Service (Duplicated Individuals), by Region, All Agencies

	FY16 #	FY16 %	FY15 #	FY15 %	Percent Change
Salem-Keizer	266,335	48.7%	290,578	53.8%	-9.60%
Woodburn Area	99,722	18.2%	103,444	19.2%	-4.92%
Silverton Area	60,621	11.1%	56,147	10.4%	6.48%
East Marion Co. (Stayton to Idanha)	27,170	5.0%	28,437	5.3%	-5.77%
Polk Co (not incl. West Salem)	93,453	17.1%	61,163	11.3%	50.69%
Total:	547,301	100.0%	539,769		1.40%

Food Boxes Served, by Region, Pantries Only

	FY16 #	FY16 %	FY15 #	FY15 %	Percent Change
Salem-Keizer	57,908	53.8%	59,422	56.2%	-4.22%
Woodburn Area	20,067	18.7%	20,211	19.1%	-2.41%
Silverton Area	7,897	7.3%	7,107	6.7%	9.21%
East Marion Co. (Stayton to Idanha)	7,803	7.3%	7,971	7.5%	-3.78%
Polk Co. (not incl. West Salem)	13,890	12.9%	11,011	10.4%	23.99%
Total:	107,565	100.0%	105,722		1.74%

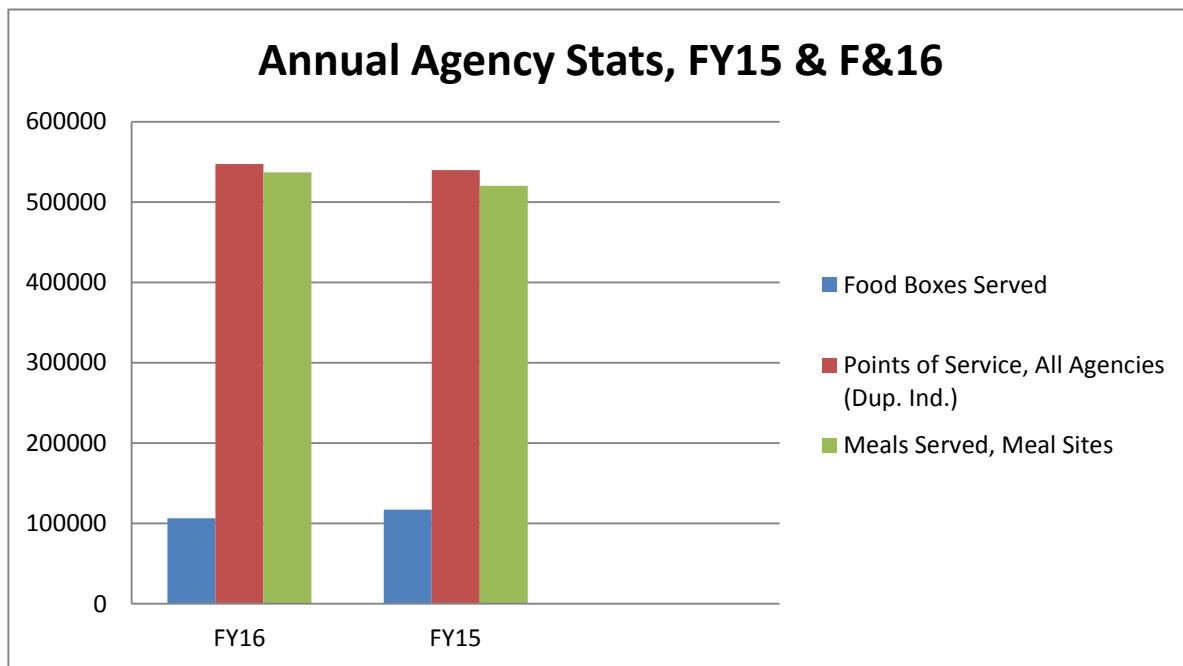
Food Boxes Served, FY16, by Region



Annual Stats, Agency & Client Services

	FY16	FY15	% Change
Number of Partner Agencies	113	109	3.7%
Food Boxes Served	106,346	117,296	-9.3%
Points of Service, All Agencies (Dup. Ind.)	547,301	539,769	1.4%
Meals Served, Meal Sites	537,006	520,100	3.3%
Food Boxes Served, Iskam Mek Mek Haws	4,667	2,354	98.3%
Spring Break Lunch, Meals Served	6,317	7,407	-14.7%
Seed to Supper Garden Ed. Graduates	80	40	100.0%
Seed to Supper Garden Ed. Classes	10	4	150.0%
Cooking Matters at the Store Participants	57	34	67.6%
Cooking Matters at the Store Classes	7	6	16.7%

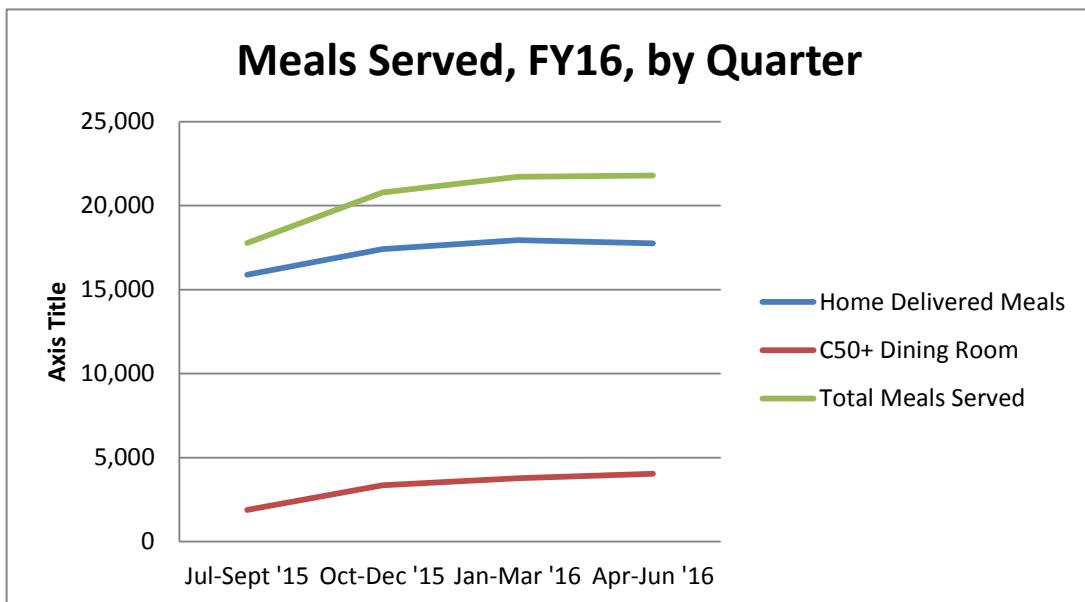
** Due to the season still being in progress, Farm & Garden Annual Stats still being complied. Will be presented in an upcoming board packet.



Annual Stats, Meals on Wheels

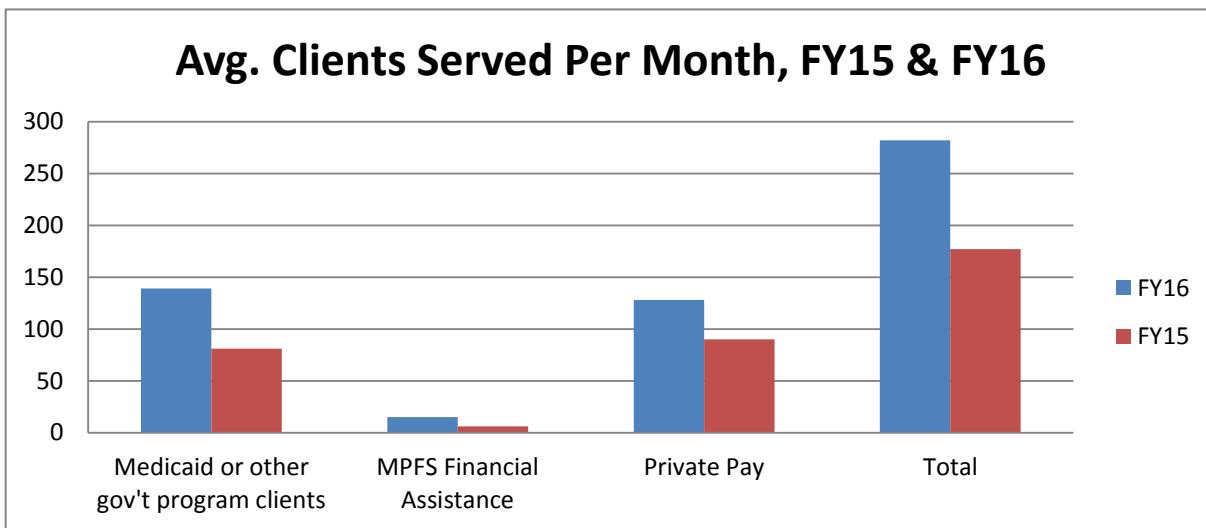
Meals Served, by Quarter and Delivery Type

	Jul-Sept '15	Oct-Dec '15	Jan-Mar '16	Apr-Jun '16	Total
Home Delivered Meals	15,899	17,420	17,952	17,763	69,034
C50+ Dining Room	1,883	3,356	3,772	4,035	13,046
Total Meals Served	17,782	20,776	21,724	21,798	82,080



Average Clients Served Per Month, by Client Type

	FY16	FY15
Medicaid or other gov't program clients	139	81
MPFS Financial Assistance	15	6
Private Pay	128	90
Total	282	177



Operations Summary

Abisha Dunivin

The Operations Department is comprised of food resourcing; facilities, safety & security management; inventory control & distribution; and kitchen programs. We serve the mission of our organization through managed execution of functions that support our agencies, our clients and Food Share programming. It is our goal to find effective and efficient ways to get healthy, safe food to the families who use our services, while ensuring a safe and pleasant workplace for our employees and volunteers.

FY 15-16 is shaping up to be another year full of progressive change, exciting projects and aggressive goal setting. We plan to kick off the year by bringing on a new (grant funded) Food Resource Developer whose main focus will be on the Fresh Alliance/Retail food recovery program. This new addition could not have come at a better time, as we expect to be onboarding our nine local Safeway stores into the Fresh Alliance program at the beginning of the calendar year. We are very excited to have the benefit of the additional cooler, and new lower warehouse cooler, to assist us in handling the anticipated increased volume of this retail product. In addition to retail food recovery, we are working very hard with the OFB network on a nationwide (locally focused) produce recovery program, at the grower level. We expect to have a banner year for local produce donations this harvest season.

Focus Areas

In order to make sure we are moving product quickly and responsibly, here is a snapshot of a few project focus areas for this coming year:

- Develop inventory locations, using space identified locators for better inventory and flow management

Result:

This project has been delayed to the FY '16-'17, pending funding. We have identified a barcoded location system that we feel will meet our needs and significantly improve our current system. Funding sources are currently under consideration.

- Improve the upper dock “approach”; improve access, lessen traffic at the lower dock

Result:

The upper warehouse construction has been completed. We can now receive short bed and full size trucks in our upper warehouse. We have installed both an in-ground scale and a mobile work station. We have already seen a significant decrease in congestion and safety related concerns in the lower warehouse. In addition, our product flow, for Fresh Alliance product in particular, has greatly improved.

- Implement a work experience program in the Repack Room

Result:

Early in the year we extended our ERN/Jobs + program into the Repack Room and saw great benefit from the added support. Unfortunately, as program participants cycled out, we were not successful in replacing them. Additional considerations for possible work experience programs in this functional area have been considered but are on hold, pending the strategic planning process.

- Re-envision programming of the Food Share central kitchen

Result:

Our vision is to continue the good work we have been doing in the community kitchen by providing space to our partners, such as New Solutions, Head Start and Chemeketa, while utilizing the Commercial Kitchen through lease agreements for emerging businesses. After a false start with our kitchen lease pilot project for a business incubation program, we have identified a new potential partner. We are currently working through a lease agreement and will be publishing a program document for review in the coming months.

- Revise the agency allocation and shopping model

Result:

Our allocation and shopping models underwent a healthy overhaul in FY '15-'16.

- Allocation: OPS worked closely with the Programs Dept. to revise the allocation model so the impact is more weighted toward our 1A and USDA-type emergency food distribution programs. In addition, we adopted an online shopping process which makes products we have in great abundance (eg. fresh and frozen vegetables), as well as items we consistently carry at such low volumes that they are not available for allocation, available to agencies on a weekly basis – often without limits.
- Warehouse Shopping: Now that our upper warehouse construction is complete, we are able to better manage the processing and flow of retail donations. As a compliment to the previously implemented agency dock schedule, we are now able to provide a more equitable distribution of retail product by staging product throughout the day, based on the need, instead of front-end loading the cooler each morning. We are also culling produce and pastries on a daily basis – providing our agencies with a better quality of food.

- Grow our internal understanding and training of food safety systems management

Result:

This is a work in progress and will continue to be as the new Food Safety Modernization Act (FSMA) rolls out. To date, we have participated in a few vital trainings for issues such as documentation control and food defense. We have also formalized a food safety committee who will spend this next year working to develop a more robust food safety program.

- Develop and institutionalize emergency and disaster plans for the Food Share central building, Meals on Wheels and Iskam Mək^hMək-Haws

Result:

We now have a working draft version of the MPFS Disaster Plan. More work needs to be done before being presented to the Leadership and Board for approval and adoption. We have enlisted the services of a devoted professional volunteer to assist us in finalizing components of this plan and hope to have a presentable version by mid-year.

We have successfully completed a disaster plan for both Iskam Mək^hMək-Haws and our Meals on Wheels program. Francene is working with the Grand Ronde Tribe and their local Emergency Manager to co-create a community action plan. Our MOW team is working to formalize their disaster plan and submit it to both NWSDS and the City of Salem – Center 50+.

Food Resourcing

Purpose: Increase our supply of food and resources to better support our agency network and, ultimately, the families we serve

Goal: Receive 8.5 - 9mm lbs for the year

Result:

We received 8.3 million pounds of food for FY '15-'16

Production & Processing

Purpose: Guarantee a supply of healthful foods through the Food Share agency network by way of intentional production

Goals:

- Increase production of both the Better Burger and the Food Share Chili mix
- Process 3mm+ lbs of food through the VAC

- Increase service numbers for MOW, HDM and community meals

Results:

This fiscal year we discontinued production of the Better Burger and shifted focus to the MPFS chili mix. For the FY '16 – '17, we plan to continue the momentum. Chili Mix quantity will be driven almost entirely by the availability of food purchase funds as this is a product that utilizes mostly purchased ingredients.

The VAC processed 1.8mm lbs of food this year. Still shy of our goal repack goal, we continue to carry product in our offsite frozen storage. Other factors also contribute to that issue.

We continue to see incremental increase in our Meals on Wheels service numbers. We currently serve approx. 270 home delivered and 55 dining room meals daily.

Inventory/Distribution

Purpose: Ensure that the food we receive through our distribution center reaches the households we serve in a timely manner

Goals:

- Food Share network distribution of 9mm+ lbs of food
- Improve inventory accuracy

Results:

The MPFS network distributed approx 9.5 million pounds of food for FY '15-'16

Risk Management

Purpose: Manage the safety of the food we serve as well as the safety of the staff and volunteers who help us achieve our goals

Goals:

- Increase # of employees trained in CPR/first aid, Food Handlers and ServSafe
- No safety infractions or findings from third party audits

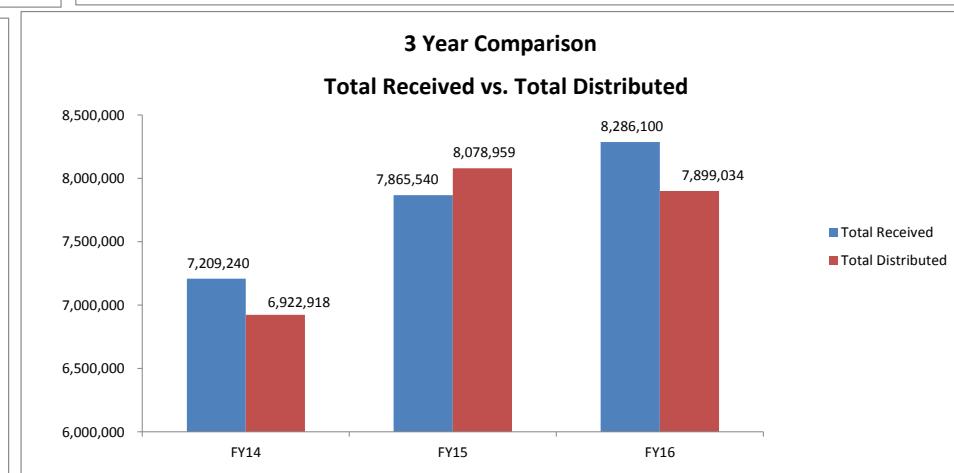
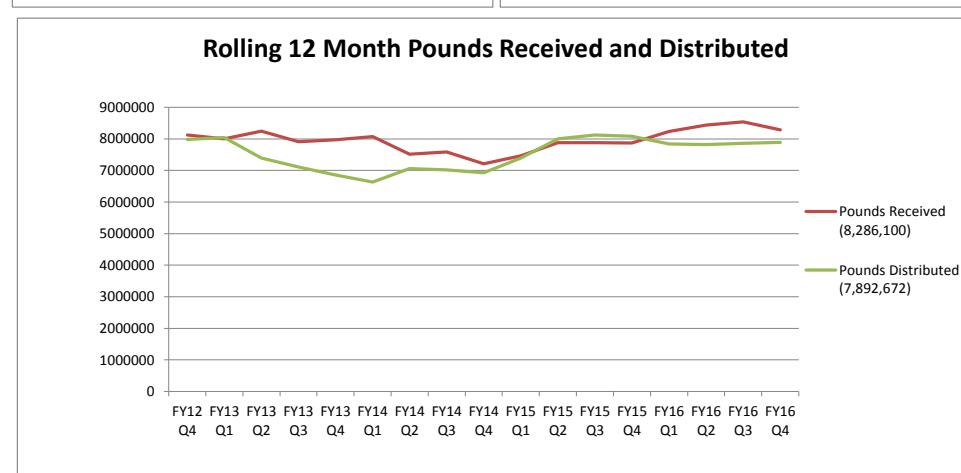
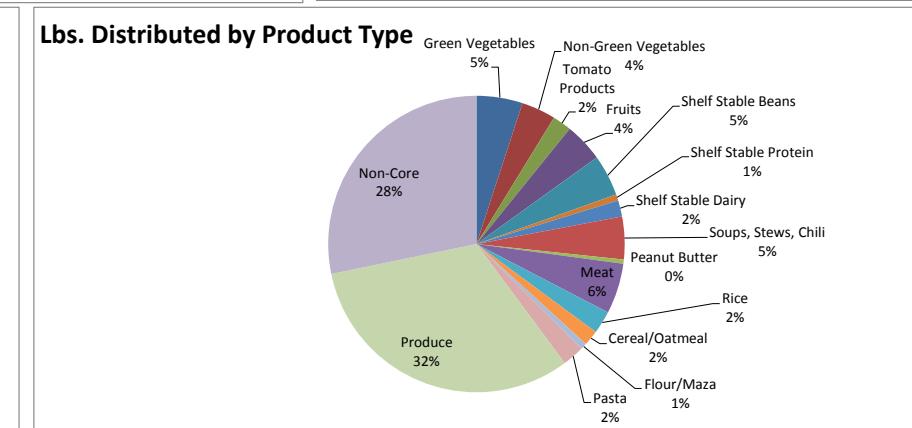
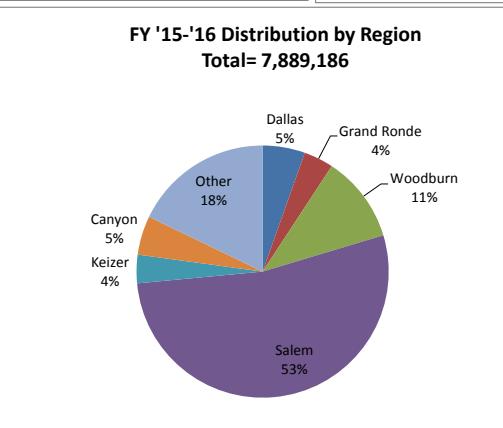
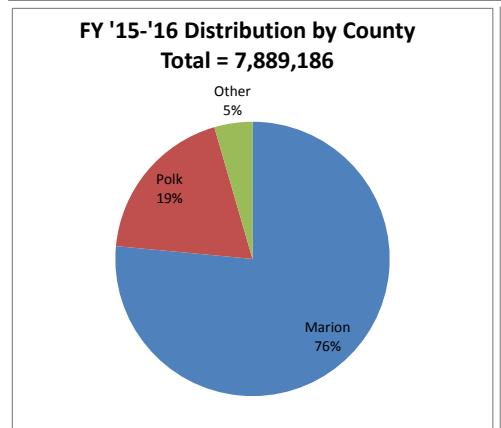
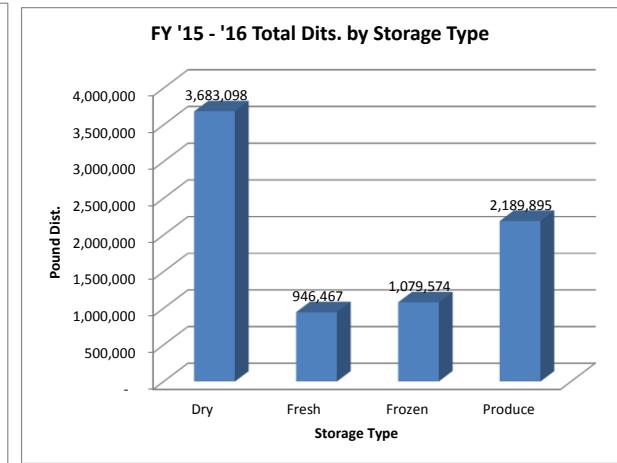
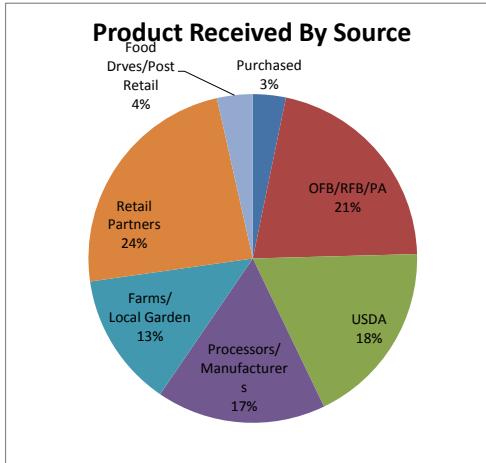
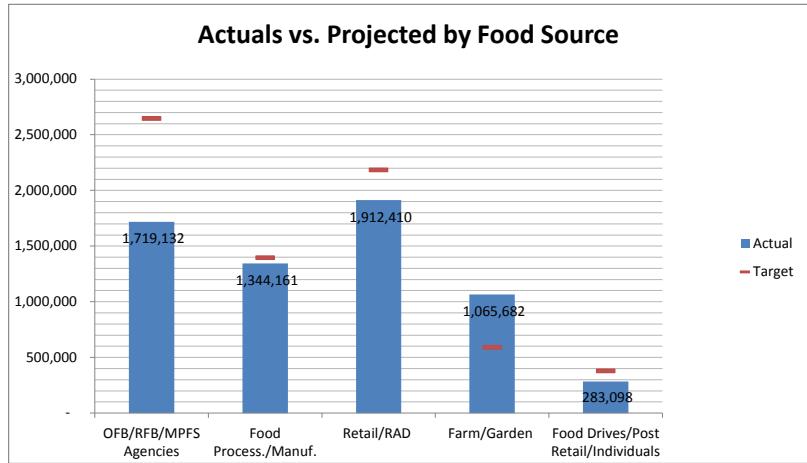
Results:

This year we increased our number of staff who are ServSafe certified from 6 persons to 11 persons. We verify that all pertinent staff carries the Food Handlers certification but participation is still lower than we would like to see – 11 reported carriers. 30% of our staff is CPR/first aid trained which a slight but meaningful increase from last year is.

Though we have not received any safety infractions or findings from third party auditors, we are aware of a need to improve our vehicle and equipment safety training programs – a project we will be driving steadily this coming fiscal year.

ANNUAL FOOD REPORT - FY '15 - '16

* NOTE: All food reports exclude non-food items and waste



ANNUAL REPORT - SUPPORTING DETAIL

ACTUALS VS. PROJECTED BY FOOD SOURCE

Purpose: The purpose of this report is to show what our sourcing efforts yielded, against our annual goals. This report only captures the food source categories that we feel we have influence over and excludes those which we do not (ie: USDA).

Supporting Detail: The shortfall in the OFB/RFB/Agency category was largely due to a significant decrease in food supply from OFB this year - related to lost funding for food purchase. The shortfall in retail is mostly explained by the six month delay in onboarding Safeway (from our annual plan). We exceeded our goal in Farms/Gardens due to our growing relationships with local farmers.

PRODUCT RECEIVED BY SOURCE

Purpose: This is a percentage based representation of all the food received, by food source

Supporting Detail: We have changed the way we view this report from previous years, feeling that this representation offers the clearest picture. USDA was very strong this year as contribution from OFB waned. This decrease from OFB is expected to be felt for a while. Retail and Farms are both up and holding strong.

FY '15-'16 Total Dist. By Storage Type

Purpose: The purpose of this report is to help us understand how product flows through our system, what the mix of our distributed inventory is and where we might experience constraints in storage capacity - all based on storage type of the product we distribute.

Supporting Detail: We have just begun looking at our inventory this way, in an organized fashion. This work has allowed us to begin asking very good questions about how we source food by state, and to better understand Agency capacity constraints.

FY '15-'16 Distribution by County

Purpose: This report shows total distribution by county.

Supporting Detail: The "Other" category represents product sent to the statewide network

FY '15-'16 Distribution by Region

Purpose: This report shows total distribution by region.

Supporting Detail: The "Other" category represents: Falls City, Gervais, Independence, Jefferson, Monmouth, Mount Angel, Scotts Mills, Silverton and the statewide network. We have broken the regions out in this way, to support internal reporting requirements for grant funders. This is not a representation of how we value our regional communities.

Lbs Distributed FY '15 - '16 by Product Type

Purpose: This report details the product we distributed for the year, using the core food categories.

Supporting Detail: This report is currently the best way we collectively evaluate the nutritional impact of the food we distribute. The Leadership Team is deeply engaged in conversation about how to fine tune this view. For example, should we combine the fresh produce category with the shelf stable produce categories? If we did, it would help us to see that the collective produce category is 47% of our distributed total. Using that same logic, if we combined the shelf stable protein, shelf stable beans and meat categories, we would see that 12% of our distributed inventory is protein. These conversations are very exploratory and will be brought to the board as they narrow in focus.

Rolling 12 Month Pounds Received and Distributed

Purpose: This report shows what our rolling 12 month impact has been, for both pounds received and distributed. It also provides a visual understanding of how much inventory we are carrying.

Supporting Detail: The benefit of the rolling 12 month view is that it does not cut the impact of the year into annual snapshots. For example, we often source heavily in June (due in large part to Norpac) but don't distribute that product within the same month. This view helps us to understand the long term trends.

3 Year Comparison - Total Received vs. Total Distributed

Purpose: This is our 3 year comparison of total lbs received and total lbs distributed

Supporting Detail: This report includes all food we distributed, including product sent to OFB and other RFBs for statewide distribution.

Development Summary

Julie Hambuchen

The purpose of the Development, Marketing & Communications Department is to:

- Develop relationships
- Communicate the mission of the Food Share
- Raise resources: food, funds, and volunteer service

The Development, Marketing & Communications Department at the Food Share identifies and deepens connections between community members' interests, goals and passions, and the programs of the Food Share, so that we can work together to end hunger.

A comprehensive, integrated development, marketing and communications program implements a wide variety of tactics in a coordinated way, to engage a variety of key audiences. At the Food Share, key tactics include monthly giving, direct mail, donor communications, grant proposals, personal meetings, small group meetings, food and fund drives, events, website, email, social media and advertising. Key audiences include sustainers, major donors, foundations, government entities, businesses, community organizations, general donors, volunteers, and media contacts.

Strategy

A high-performing development, marketing and communication program has these elements:

- An organizational culture which values the role of philanthropy, in which everyone – including board, leadership and staff – plays a role in communicating the mission and engaging donors
- Dedicated and skilled team members, with clear roles and responsibilities, who work collaboratively to meet individual, team and organizational goals
- Clear and compelling funding opportunities are identified and prioritized
- Compelling impact stories communicate how philanthropic support is key to fulfilling the mission
- A diverse set of development activities, which are implemented effectively to meet specific goals
- Key donor segments are identified, customized plans are in place for each segment, and individualized plans are in place for major donors

- An accurate donor database, which enables robust reporting and individual relationship management
- An unwavering commitment to ethical fundraising, including honesty, putting donors' interests first, honoring donor intent, and maintaining confidentiality

In the next 12 months, we will focus on developing and strengthening the elements of high-performing development, marketing and communications team. Many of those elements are present in our current program, but are not as strong as they can be. As we strengthen each element, we will focus on how the parts fit together and build upon each other, making the whole much more than the sum of its parts.

Key Projects

- Develop and launch a new website to communicate effectively and meet the needs of diverse site visitors

Result:

In process. Initial development of the new website is complete, and testing started at the end of August 2016. The site is scheduled for public launch in October 2016.

- Engage more intentionally with major donors to deepen their connection to the Food Share, better understand what they want to accomplish, and find links between their interest and our programs

Result:

In process. We have had significant successes engaging some major donors, most notably Kelley Hamilton and Norm Brenden. But we have not yet developed a system for engaging Board members and more staff members in consistent, planned outreach to major donors. We are currently reorganizing Development team staff assignments to make more progress on this in Fall 2016.

- Launch a new high-end donor event to deepen supporters' connection to the Food Share and increase revenue

Result:

Completed. We held a very successful Farm to Table Dinner and Auction at the Oregon Garden on July 9, 2016. We raised net revenue of \$73,000, compared to \$34,000 net from last year's Plate Expectations event.

- Launch quarterly donor appreciation lunches to deepen supporters' connection to the Food Share and increase retention

Result:

Completed. We held five donor appreciation lunches – three for Sustainers, one for major donors and one for Meals on Wheels volunteers and donors. All were well attended, and feedback from donors about the events was very positive.

- Build on the success of the CenturyLink campaign with additional improvements

Result:

Completed. CenturyLink's rule changes made this campaign more challenging in June 2016, but we adapted our strategy, and succeeded in earning the maximum CenturyLink match of \$100,000.

- Develop a library of impact stories to improve our ability to tell the Food Share's story

Result:

In process. There are currently more than 35 impact stories organized and available for use. We are creating a plan to regularly collect stories throughout the year.

- Develop Donor KPI (key performance indicator) report to understand our donor trends and track the impact of strategy changes

Result:

Completed. This new report allows us to monitor donor trends and measure the impact of strategy changes.

- Develop revenue and expense projections by activity to improve future financial forecasts

Result:

In process. Expense projections by activity were completed in August 2016. Revenue projections by activity are partially completed and will be finished by October 2016.

Donor Metrics

Number of Donors - Rolling 12 months

	Goal	Actual	Variance
Q1	7,000	7,357	357
Q2	7,000	7,271	271
Q3	7,000	7,088	88
Q4	7,000	6,959	(41)

Number of Sustainers - Current

	Goal	Actual	Variance
Q1	1,300	1,342	42
Q2	1,300	1,340	40
Q3	1,300	1,839	539
Q4	1,300	1,949	649

Number of New Donors

	Goal	Actual	Variance
Q1	100	144	44
Q2	500	430	(70)
Q3	400	315	(85)
Q4	200	204	4
Total	1,200	1,093	(107)

Cumulative Retention - Consecutive Year Donors

	Goal	Actual	Variance
Q1	30%	48%	18%
Q2	50%	72%	22%
Q3	60%	77%	17%
Q4	70%	80%	10%

Cumulative Retention - New Last Year Donors

	Goal	Actual	Variance
Q1	10%	16%	6%
Q2	20%	28%	8%
Q3	25%	36%	11%
Q4	30%	40%	10%

Action Metrics

Documented Actions

	Goal	Actual	Variance
Q1	500	841	341
Q2	1,100	1,138	38
Q3	1,100	870	(230)
Q4	1,100	930	(170)
Total	3,800	3,779	(21)

Revenue Metrics

Total Operating Revenue

	Goal	Actual	Variance
Q1	\$ 800,000	\$ 687,501	\$ (112,499)
Q2	\$ 800,000	\$ 948,260	\$ 148,260
Q3	\$ 700,000	\$ 571,875	\$ (128,125)
Q4	\$ 800,000	\$ 702,346	\$ (97,654)
Total	\$ 3,100,000	\$ 2,909,982	\$ (190,018)

Total Capital Revenue

	Goal	Actual	Variance
Q1	\$ 90,000	\$ -	\$ (90,000)
Q2	\$ 25,000	\$ 65,838	\$ 40,838
Q3	\$ 30,000	\$ 11,923	\$ (18,078)
Q4	\$ 115,000	\$ 17,341	\$ (97,659)
Total	\$ 260,000	\$ 95,102	\$ (164,898)

Total Endowment Revenue

	Goal	Actual	Variance
Q1	\$ 100,600	\$ 100,100	\$ (500)
Q2	\$ 600	\$ 1,305	\$ 705
Q3	\$ 600	\$ 80	\$ (520)
Q4	\$ 600	\$ 50	\$ (550)
Total	\$ 102,400	\$ 101,535	\$ (865)

All Gifts from Sustainers

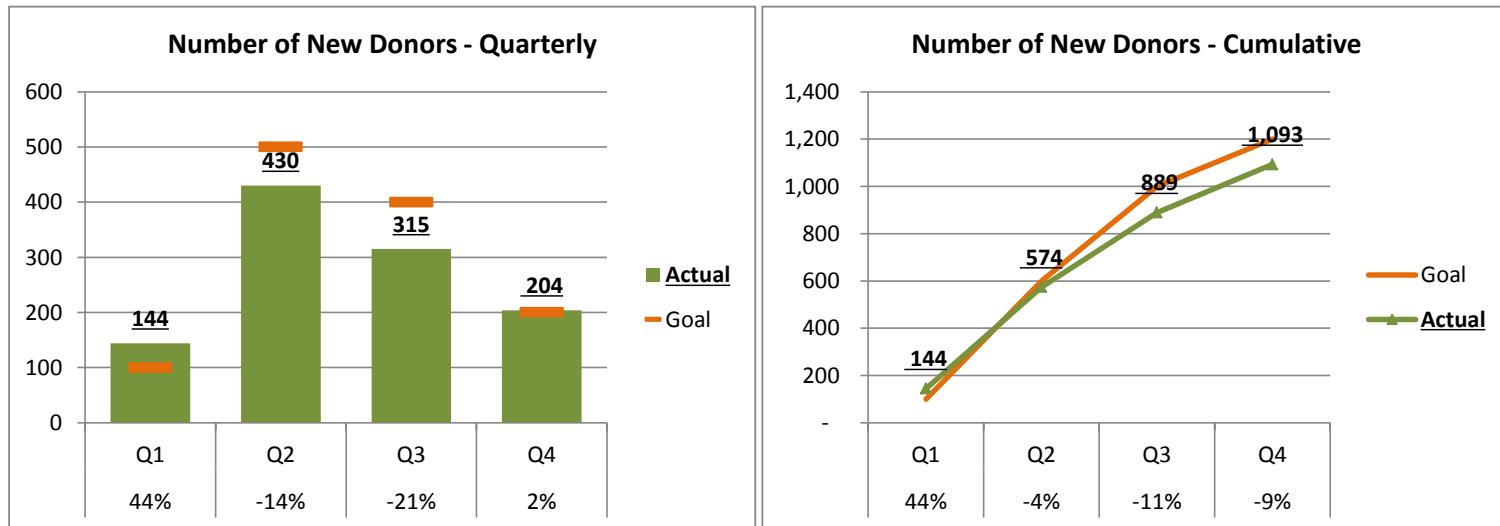
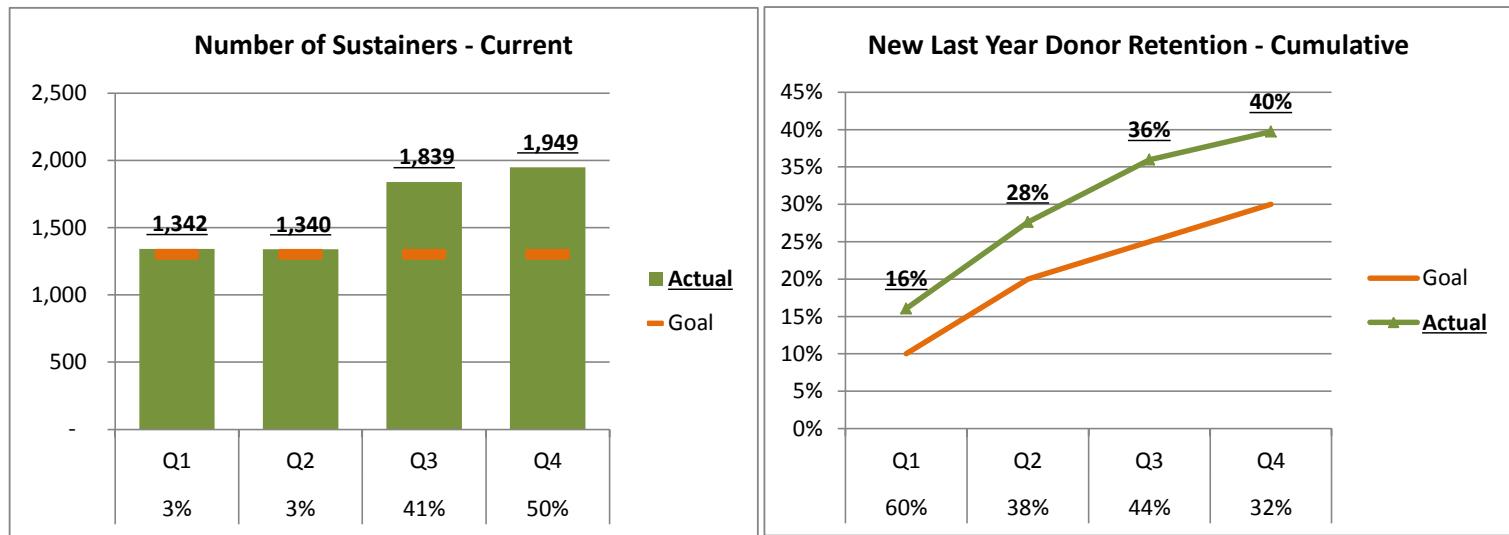
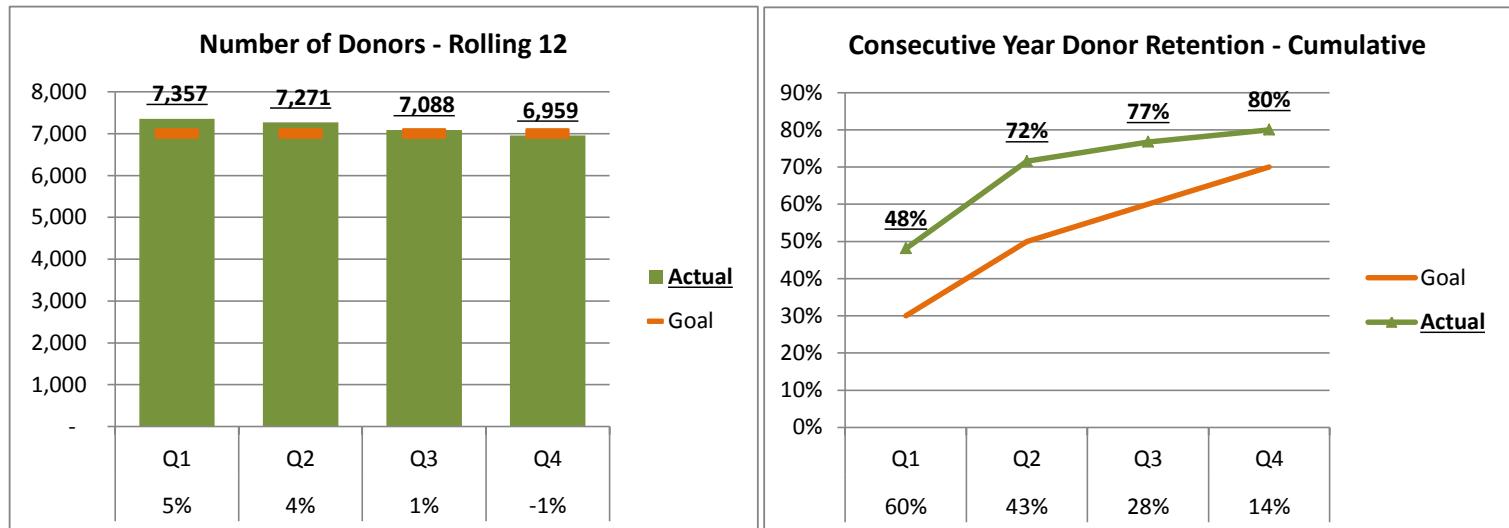
	Goal	Actual	Variance
Q1	\$ 158,000	\$ 161,374	\$ 3,374
Q2	\$ 172,000	\$ 167,044	\$ (4,956)
Q3	\$ 152,000	\$ 211,392	\$ 59,392
Q4	\$ 178,000	\$ 225,844	\$ 47,844
Total	\$ 660,000	\$ 765,654	\$ 105,654

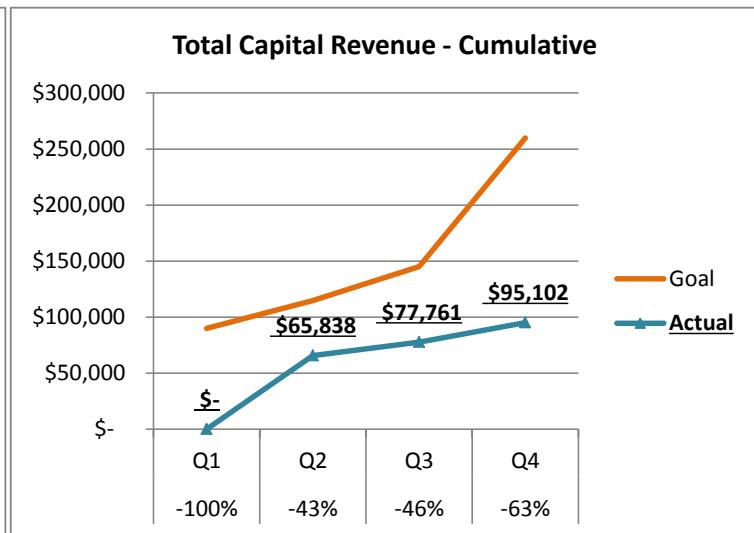
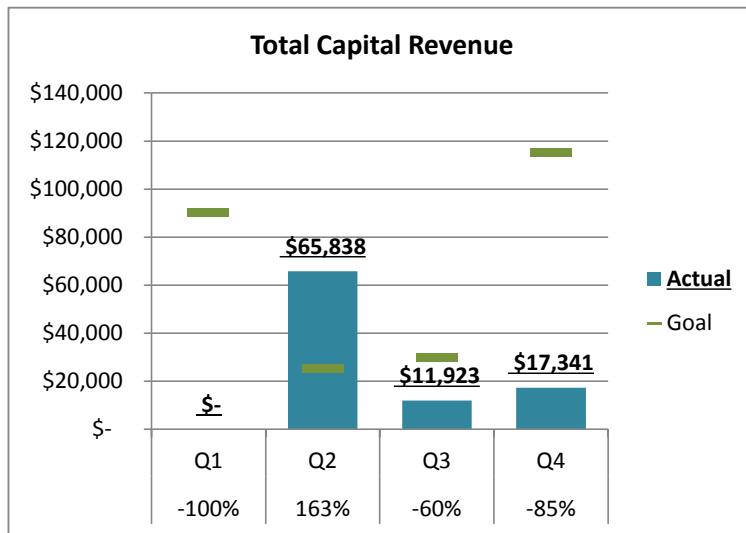
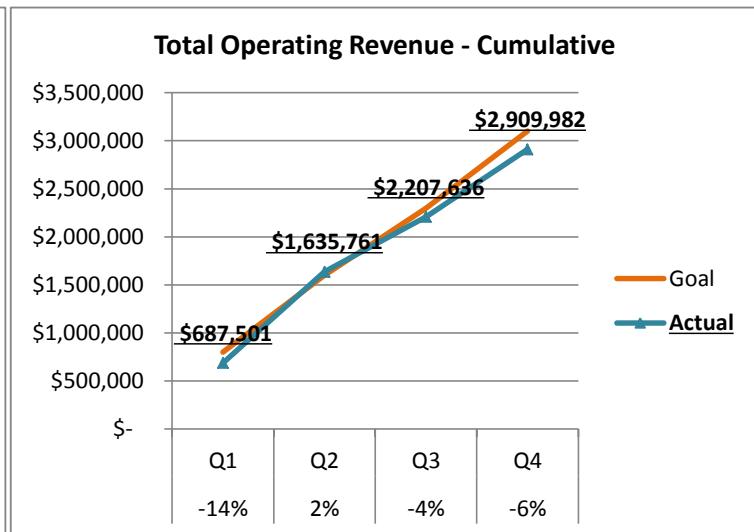
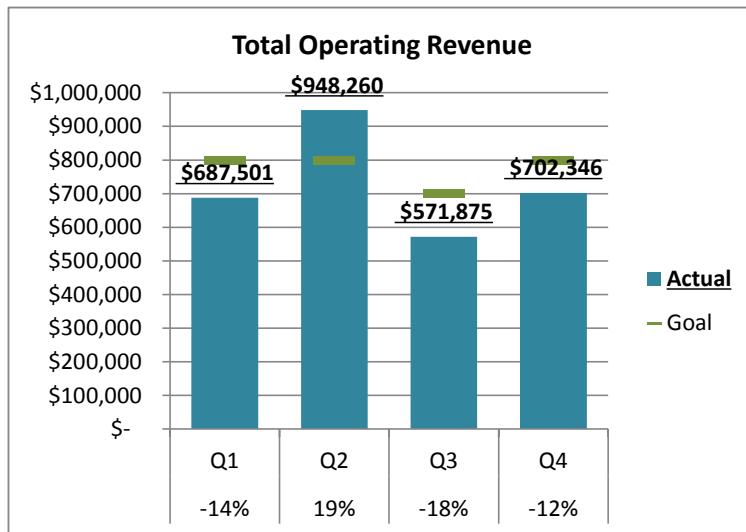
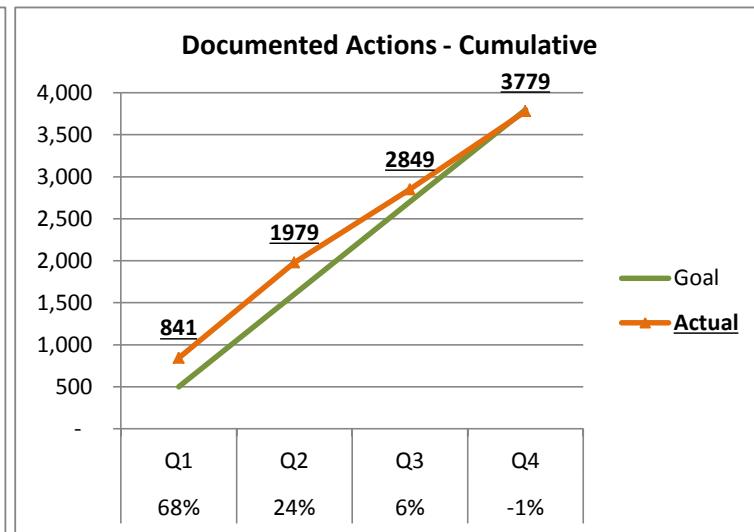
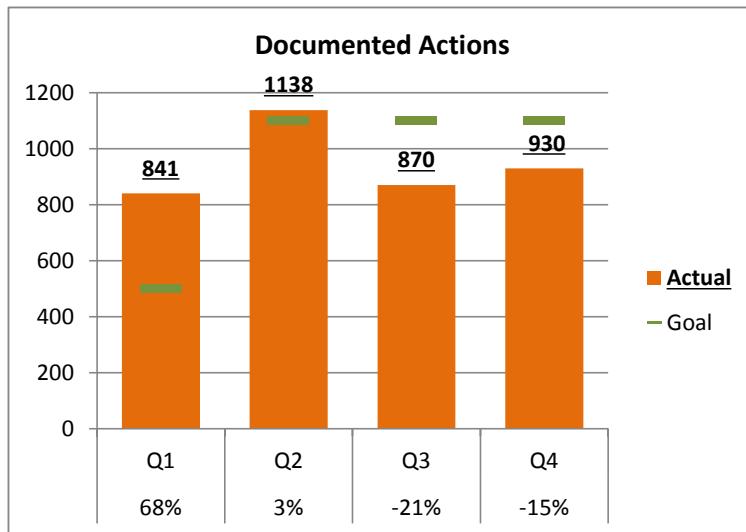
Operating: Base Donations

	Goal	Actual	Variance
Q1	\$ 378,987	\$ 325,492	\$ (53,495)
Q2	\$ 690,681	\$ 686,551	\$ (4,130)
Q3	\$ 453,345	\$ 453,368	\$ 23
Q4	\$ 501,763	\$ 393,141	\$ (108,622)
Total	\$ 2,024,776	\$ 1,858,552	\$ (166,224)

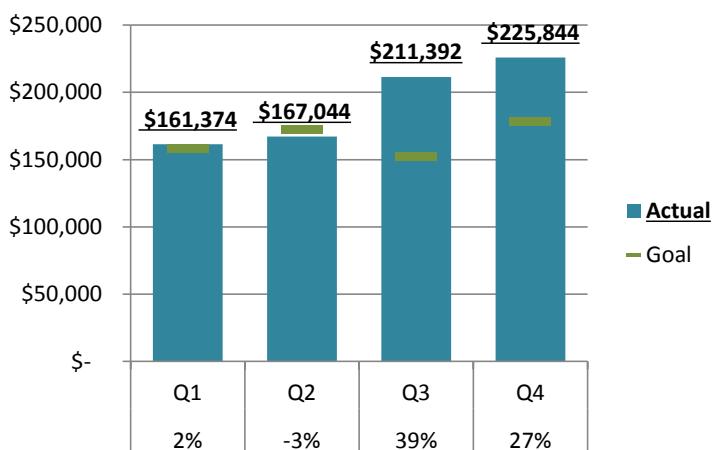
Operating: Large Donations

	Goal	Actual	Variance
Q1	\$ 235,497	\$ 235,497	\$ (0)
Q2	\$ 102,528	\$ 90,028	\$ (12,500)
Q3	\$ 44,975	\$ 54,280	\$ 9,305
Q4	\$ 39,520	\$ 45,000	\$ 5,480
Total	\$ 422,520	\$ 424,804	\$ 2,284

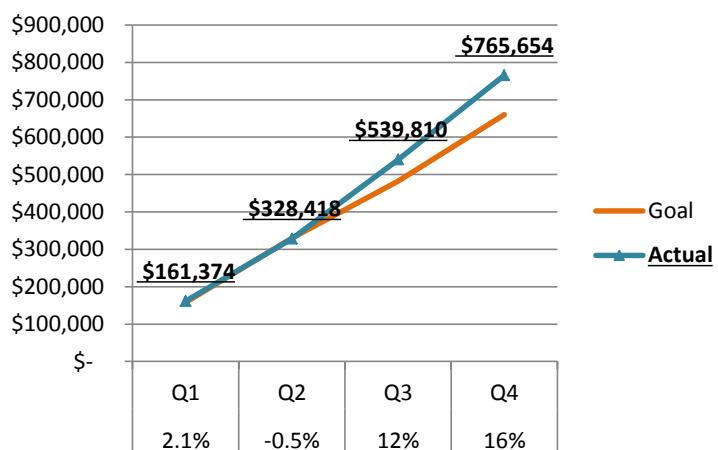




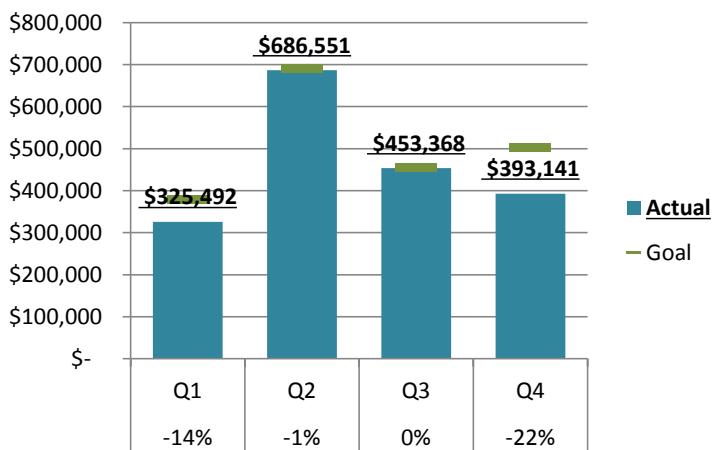
All Gifts from Sustainers



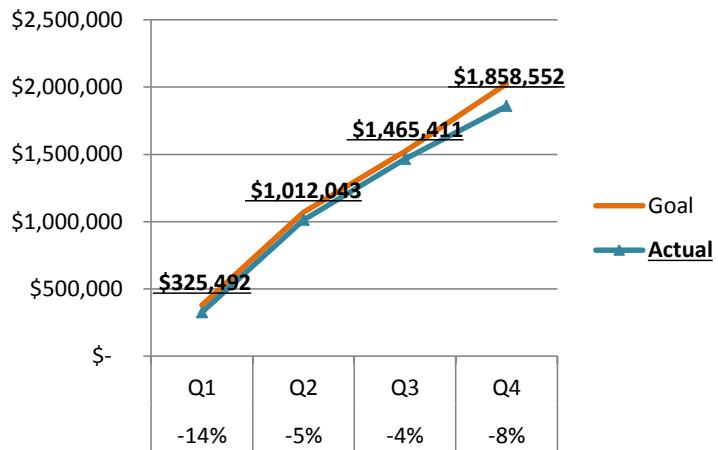
All Gifts from Sustainers - Cumulative



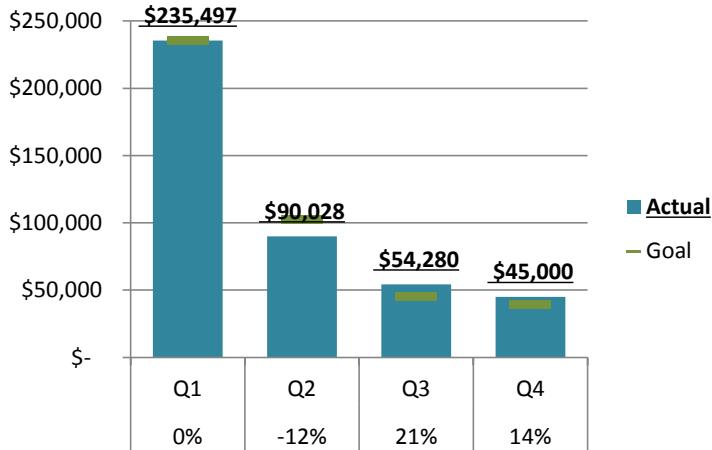
Operating: Base Donations



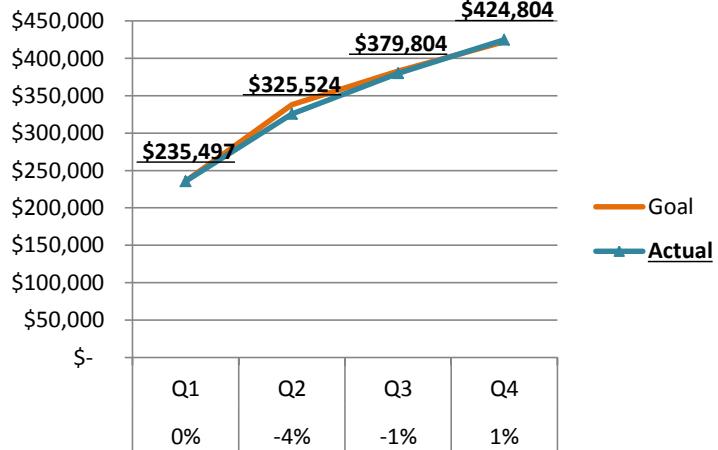
Operating: Base Donations - Cumulative

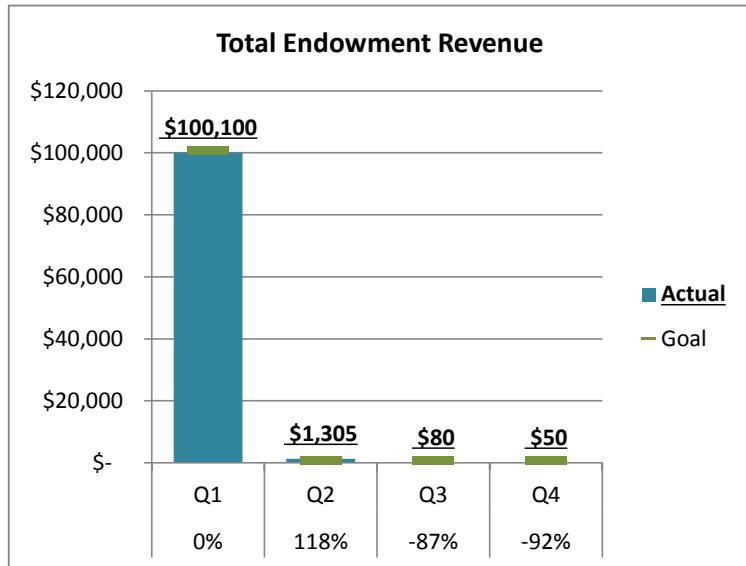


Operating: Large Donations



Operating: Large Donations - Cumulative





Donor Metrics	Revenue Metrics
Number of Donors - Rolling 12 months Description: Donors of all constituent types (individual, corporation, organization, foundation, government). Cash and stock gifts only. Count by soft credit. Includes 12 months preceding the end of each quarter.	Total Operating Revenue Description: Donations to all operating funds, including restricted and unrestricted.
Number of Sustainers - Current Description: All donors that have active constituent Sustainer codes that have given a gift during that quarter.	Total Capital Revenue Description: Donations to all capital funds.
Number of New Donors Description: Donors who made their first give ever in this fiscal year. Donors of all constituent types (individual, corporation, organization, foundation, government). Cash and stock gifts only. Count by soft credit.	Total Endowment Revenue Description: Donations to all endowment funds.
Cumulative Retention - Consecutive Year Donors Description: Percentage of donors who gave last fiscal year and the year before, who also gave this fiscal year. Individual donors only. Cash and stock gifts only. Count by soft credit. Donors with gifts of \$10k or more are excluded.	All Gifts from Sustainers Description: Total giving during the fiscal year, to all activities, from any constituent with a Sustainer code any time during the fiscal year.
Cumulative Retention - New Last Year Donors Description: Percentage of donors who were new last year, who also gave this fiscal year. Individual donors only. Cash and stock gifts only. Count by soft credit. Donors with gifts of \$10k or more are excluded.	Operating: Base Donations Description: Donations under \$10k, to all activities except events, bequests, grants in response to proposals, or government proposals. Operating funds only.
Action Metrics Documented Actions Description: Documented personal actions by Development team members and CEO. Can be meetings, phone calls, letters or email. Mass mailings or emails are not included.	Operating: Large Donations Description: Donations of \$10k or more, to all activities except events, bequests, grants in response to proposals, or government proposals. Operating funds only.

Administration Summary

Holly Larson

The Administration Department consists of administrative functions such as office management, finance/ accounting, human resources, volunteer services, and information technology. These functions facilitate and support the work of the mission, and are vital to the team's success.

During FY 15-16, we have several projects underway or in the planning stages, which will serve to create a stronger workforce, enhance the efficiency of the organization and create systems to allow the organization to achieve positive impact in the community.

Human Resources

Compensation & Evaluation

The Food Share wants to attract and retain the highest quality workforce. This year the organization is focusing on employee compensation and reviews.

The executive committee of the board and staff are working with a consultant, the MBL Group, to compare Food Share compensation to like organizations. As part of this project, every job description is updated.

In addition, a formal evaluation done on a focal point will be developed and implemented with many staff. The goal is to strengthen the workforce by providing competitive pay and benefit packages, the chance for staff to participate in their careers, and formal feedback.

Results:

All compensation and benefit data has been received from the project consultant (MBL Group). The Food Share is currently determining how that data will apply to us, based on internal equity, market value and MPFS's ability to pay.

Vocational training

Food Share staff provide hundreds of hours of opportunity annually for vocational trainees in a variety of positions. It is our goal through stronger, more effective partnerships to reduce the vacancy rate of these opportunities to 30%. This process will involve documentation and active recruitment of all identified opportunities within the organization.

Results:

The vocational training program at the Food Share continues to grow, from 14 positions last year to 23 this year. In addition, 4 new partner organization relationships have been cultivated, resulting in more referrals of individuals looking for a job training host site.

Vacancy rate, as stated in the goal above, is a little bit problematic for tracking using conventional definitions of vacancy. More work needs to be done to define what constitutes a vacancy in our vocational training program and more importantly, identifying options for keeping core positions filled that the Food Share relies on to accomplish day to day tasks. Over the past year, there has been tremendous progress made towards keeping these positions filled, including “stacking” of trainees to complete training the incoming trainee before the current trainee’s term is completed. Although we can’t report the exact vacancy percentage, only a handful of positions have spent any time vacant this past year.

Volunteer Services

Recruit

This year, the Volunteer Services team will work to identify the key volunteer positions that make it difficult to operate when unfilled. They will then work to keep 80% of these positions filled. This is a task not to be minimized, and takes tremendous effort to get the word out to new volunteers to fill the shoes of those moving on. It is our exceptional volunteers and our team’s commitment to the mission that allow this goal to be within our reach.

Results:

Late this year we welcomed Allen Pfeiffer into the role of Volunteer Manager. Some of the goals that were in place in 15-16 are carried forward into the 16-17 plan.

During FY15-16, 65,246 hours were contributed by volunteers. That equates to more than 31 full-time staff, worth \$1,484,000.

The department has achieved many wins this year. Meetings are being held regularly with staff who rely on volunteers to identify open volunteer positions. Regular volunteer orientation sessions are occurring weekly, which serve to connect volunteers more deeply to the mission of the Food Share and provide important safety information. Supported by the Volunteer Manager, the department staff who are themselves volunteers, several of whom are in vocational training programs, receive valuable skills and experience.

Retain

It is much easier to keep the volunteers active by focusing energy on retention efforts. Happy volunteers keep coming for years to come! Of course, we understand things change in life and there will always be an ebb and flow to the volunteer labor force of 800 monthly. To ensure we are

listening to our volunteers about their experience, the Volunteer Services team will be developing and administering a survey to monitor our volunteers experience and gather their feedback and suggestions. We truly want to be the best place to volunteer! The community depends on it.

Results:

Surveys are now a part of our regular onboarding process with volunteers. We now have feedback from volunteers in several areas, including their feeling of connection to the mission, how adequately prepared they feel to engage in their volunteer opportunity, and their level of satisfaction. I am pleased to report that 85% of our volunteers reported that they continued to volunteer at least one additional time.

The surveys are ongoing, and the team is using the data to guide development of improvements to our processes to ensure that volunteers continue to seek out the Food Share as their first choice for giving their valuable time.

Recognize

The fabulous, diverse volunteers of the Food Share give of their time selflessly to the mission of solving hunger in Marion and Polk counties. It is a goal of the organization, involving the effort of many, to host a volunteer appreciation event. In addition, the Volunteer Services team will be creating a volunteer rewards program to recognize volunteers in fun, motivating ways.

Results:

A volunteer appreciation event was held last summer at Riverfront Park. It was a large event that brought together volunteers from all areas of the organization. It is not widely felt that this was the best forum for recognizing volunteers. A team is discussing volunteer recognition as an entire program to ensure that volunteers feel truly appreciated, and we do believe a recognition event is a piece of that. An appreciation dinner was also hosted at Center 50+ for Meals on Wheels drivers and donors in June. Staff reported that volunteers felt appreciated at this event.

A volunteer recognition program based on hours contributed is under development. This allows volunteers to earn small gifts when they achieve milestones in their volunteer service career with the Food Share. More work will be done to further develop this plan over the coming months.

Finance & Accounting

Efficiency in reporting

There are several reporting projects underway for the accounting team. From quicker turnaround on monthly reports, to regular grant balance updates, the accounting team is focusing on making processes more streamlined and efficient. We hope to implement some additional automated tools,

and complete creation of graphs to the monthly reporting packages to tell the financial story in a snapshot.

Results:

The finance packet revisions are now complete. Management reports are published monthly, and grant reporting is continuing to be developed.

We have not implemented any additional automated tools, primarily due to budget priorities and also due to staff capacity.

Forecasting

Longer range forecasting has been around the Food Share for a while. We are consistently improving the process, and a new payroll forecasting tool is nearly complete.

Results:

It is fair to say that we have institutionalized quarterly budget revisions. The reporting package has been developed, supporting tools created, a timeline established for each quarter's revision, and time dedicated to the process by the leadership team on a quarterly basis.

Office Management

Customer service satisfaction survey

Customer service from our reception team is important to the smooth functioning of the organization. From directing calls, to greeting guests and special projects for staff, the role is vital. The Food Share chooses to offer these positions as vocational training opportunities and experiences frequent turnover in the receptionist positions. In order to facilitate feedback for training, a customer satisfaction survey will be developed so that valuable training opportunities will be incorporated into the program.

Results:

No progress was made towards this goal this year. We will revisit this concept in the future, as customer service training is a priority for our receptionist trainees.

Information Technology

Technology survey

Similar to the customer satisfaction survey, the information technology survey will help assess Food Share technology and its effectiveness for the users. This will cover topics such as equipment availability and reliability, as well as software solutions and their effectiveness. This will give our

team the ability to seek solutions to issues that sometimes are not always visible on the surface. It is our goal to ensure each staff person has the technology to allow them to excel in their positions.

Results:

No progress was made towards this goal this year. We will revisit this concept in the future, as it is still our goal and desire to proactively manage the technology needs of the organization. Staff technology issues continue to be supported as needed when issues arise.

Workstation & other equipment replacement

The major item of technology is the PC. The Food Share maintains over 50 workstations and laptops used by staff and volunteers on a daily basis. In order to ensure the machines are functioning efficiently, the Food Share adheres to the industry standard of replacing these resources every 3 years. This is the third year that roughly a third of the PC technology will be replaced with new machines, and nearly all of our computers will be less than 4 years old.

Also in the planning stages is an upgrade to the Food Share phone system. Technology has changed a lot since our current phone system was purchased in 2009 and it is time to replace it before it fails completely. We are working with a broker to ensure we get the best deal on both our phone service as well as our equipment.

Results:

Food Share replaced 27 workstations in August 2015. The equipment is now new enough and functioning well enough that we have decided to take a break from large-scale equipment replacement for the upcoming year, and will replace/upgrade specific items as needed.

The phone system has been budgeted in the FY16-17 capital budget, and a system will be selected and purchased this year.



**Marion-Polk Food Share
Supplemental
Board Packet**

September 22, 2016
8:00 – 9:30 am

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Marion-Polk Food Share
Budget and Finance Committee Meeting Notes
Thursday, Sept 15, 2016

Board Members Attending: Jim Green, Dennis Young, Warren Bednarz

Staff Members Attending: Rick Gaupo, Holly Larson, Julie Hambuchen, Mattie Jenkins

Fiscal-Year 2016 Audit Update:

- Auditors, Grove, Mueller and Swank were at the Food Share the week of August 29th for four days performing our yearly audit. Final fieldwork is done and we hope to have the audit complete by the end of October and presented to the finance committee at the November finance meeting.
- The Federal 990 is on schedule to be presented to the board in January 2017.

Year-to-Date Financials Discussion:

- July marks the first month of a new fiscal year. The Food Share is stable and performing better than expected.
- **Holly Larson** discussed with the finance committee that July's bank fees are up because of the Century Link Campaign. In the past, donors were able to make donations directly to the Food Share, but this year donations had to be made through Network for Good (the online processor chosen by Century Link), and were passed through to the Food Share. There was a 4.5% fee charge by Network for Good.

FY2017 Proposed Revised Budget Discussion:

- The management teams review the revised budget quarterly. The teams thoroughly discuss and review changes that need to be made based on the previous quarter's activity and new information that impacts financial performance.
- There is an increase in revenue due to OHRF and FEMA programs, based on actual funds awarded being higher this year. In addition, SNAP Outreach reimbursement revenue has been increased.
- We engaged a direct mail agency to improve our performance in three areas:
 - 1) Direct mail revenue. This revised budget includes additional direct mail revenue of \$55,000, additional expenses of \$41,000, and a net increase of \$13,000. The net increase is projected to grow in FY17-18.
 - 2) New donor acquisition. This plan projects 777 new donors from direct mail, compared to 261 last year.

- 3) New and increased Sustainers giving. By using a direct mail agency, we are redeploying staff time to focus on recruiting new Sustainers and increasing gifts from current Sustainers. We need \$75,000 in new and increased Sustainer gifts to secure the \$75,000 challenge match from the Brenden Family Foundation.

We are also revising staff assignments in order to focus more on building relationships with major donors.

- Meals on Wheels bad-debt expense is budgeted at \$25,000 for fiscal year 2017. This represents the accounts through Meals on Wheels which are determined to be uncollectible throughout the year. The budget amount was set based on FY16 actual write-offs, and reduced for anticipated focused efforts to collect more of these balances in FY17. **Rick Gaupo** explained that this is an area the Food Share and Meals on Wheels are currently working on. **Holly Larson, Ian Dixon-McDonald** and **Mel Fuller** will begin developing a strategy focused around collections for the Meals on Wheels home delivered program.
- We discussed other topics such as the capital replacement plan and Meals on Wheels financial reports, to be discussed in the future at an upcoming finance committee meeting.

Finance Committee Recommendation on FY15-16 Proposed Revised Budget:

- The committee recommends the approval of the proposed revised budget.
- The committee supports the proposed revised budget be added to the consent agenda.

The next Budget and Finance Committee meeting is Thursday, October 20, 2016 at 8:00 a.m. *Notes submitted by Mattie Jenkins, Staff Accountant.*



Date: September 12, 2016
To: Marion-Polk Food Share Board of Directors
From: Julie Hambuchen
Re: Development news - Colson Match, Farm to Table and Chefs' Nite Out

Colson Family Foundation Match

Through the generosity of Food Share donors, we completed the Colson Family Foundation challenge match in early July. A total of 652 donors gave \$100,756 toward the match, through a direct mail appeal and the special appeal at the Farm to Table. We receive the \$75,000 grant from the foundation in August. Thank you to all Board members who gave during this match campaign.

Farm to Table Dinner and Auction

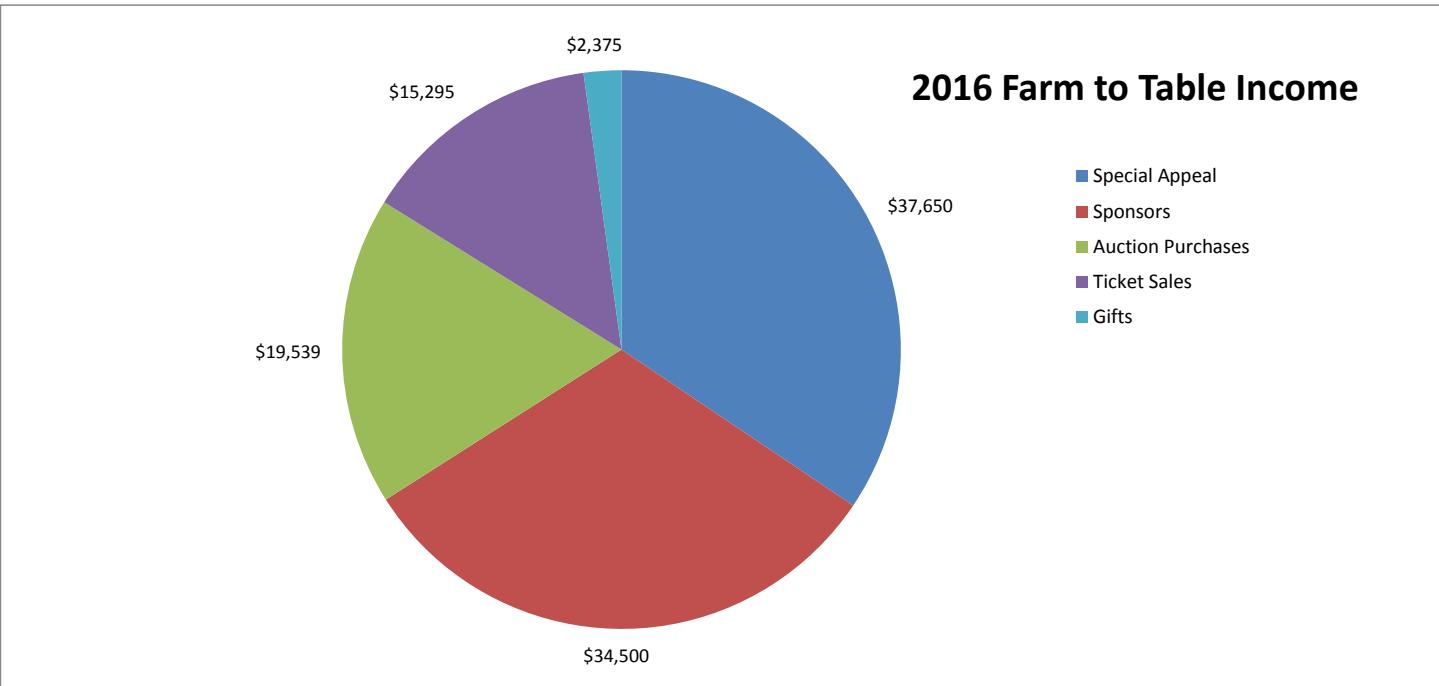
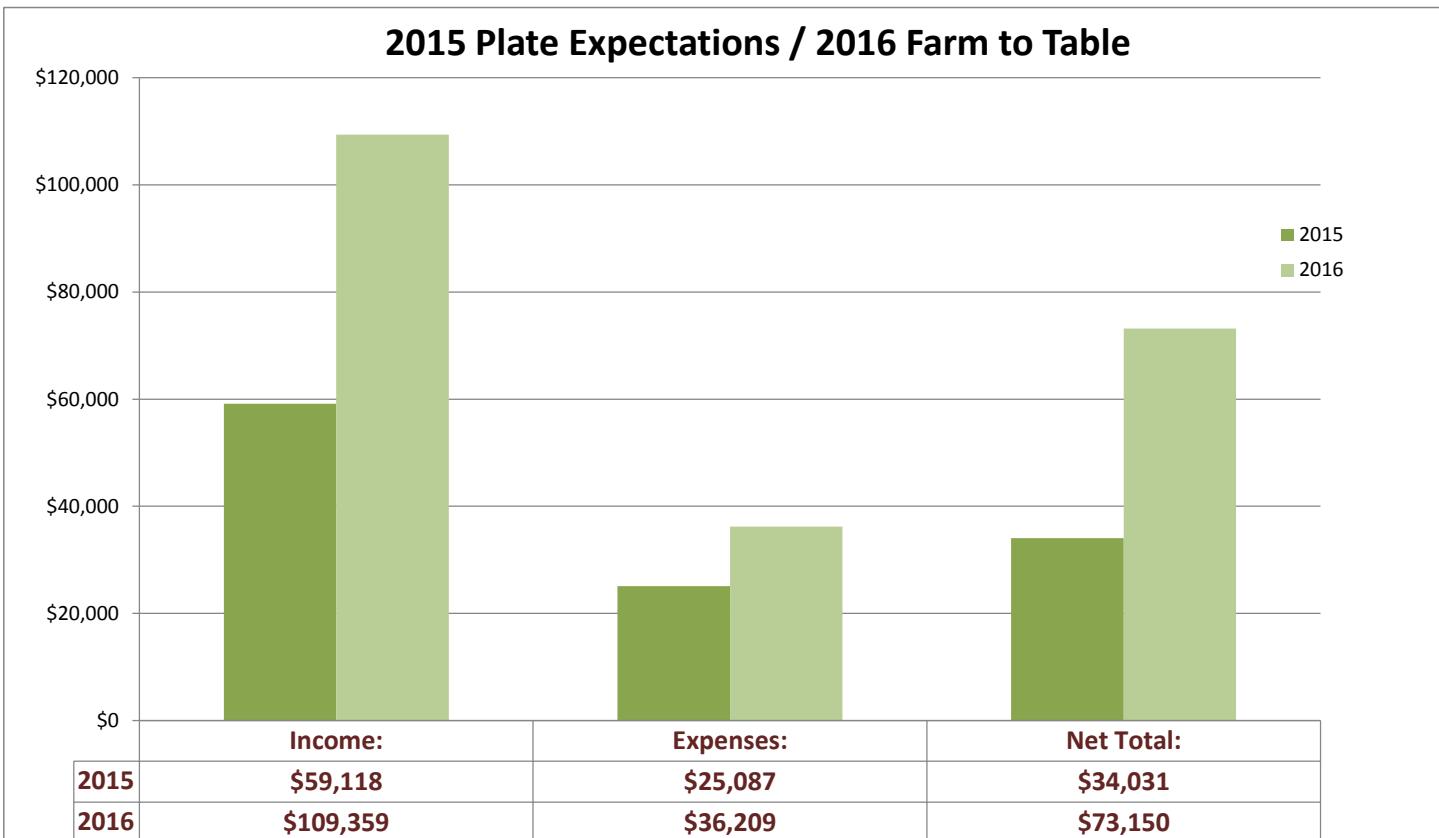
Thank you to all Board members who attended the Farm to Table Dinner and Auction. We raised a total of \$109,359, with expenses of \$36,209, for a net of \$73,150. This was a significant increase over last year's net of \$34,031 from Plate Expectations. We sold 175 tickets to Farm to Table, and 55% of bid card holders made a donation to the special appeal. We are very happy with these first-year results, and look forward to holding this event again next year. A Farm to Table event report is included in this packet. If you have any feedback about the event, please feel free to contact me.

Donor Appreciation Lunch

Thank you to Esther, Bernadette and Eileen, who volunteered to attend the Donor Appreciation lunch on Sept. 15.

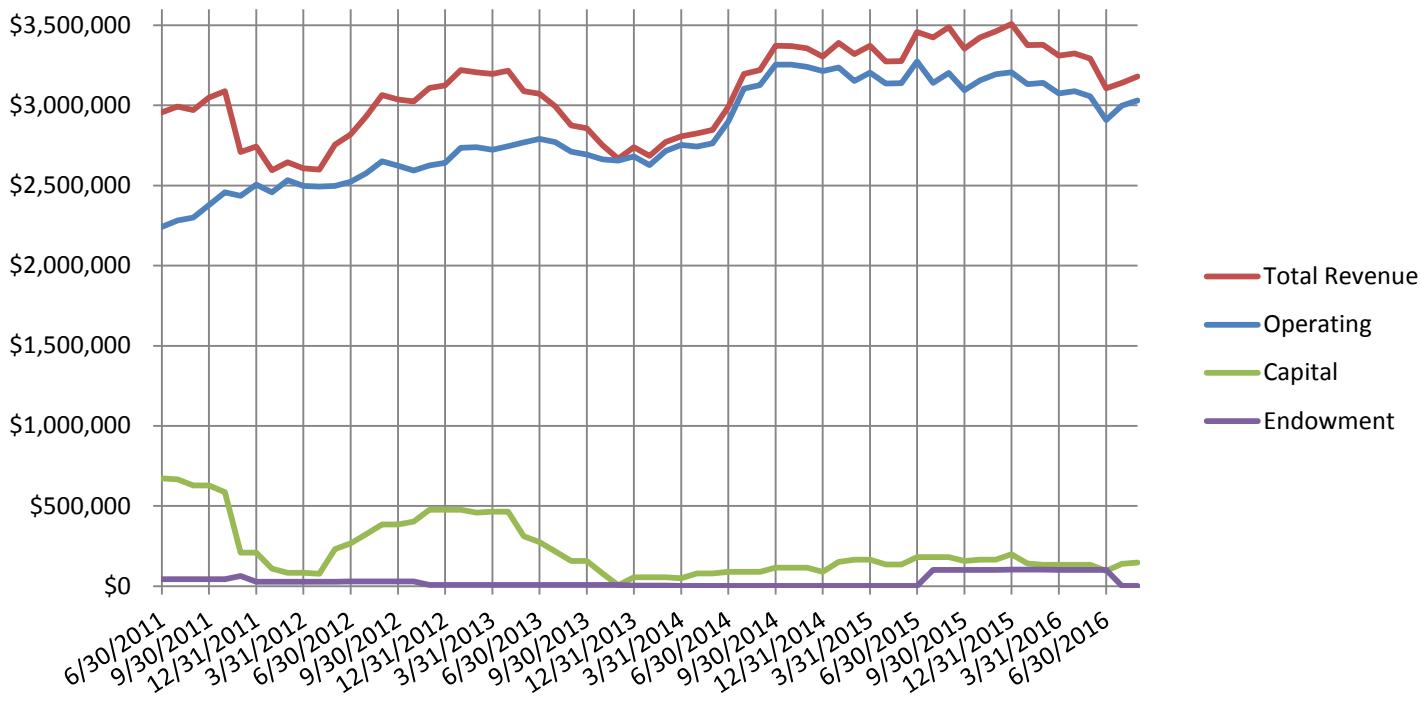
Chefs' Nite Out on Oct. 9

Chefs' Nite Out is coming up on October 9. Ticket sales are going well, with 602 sold so far. Please mark your calendars, buy your tickets, and join hundreds of Food Share supporters for a great afternoon celebrating the region's best food and drinks.

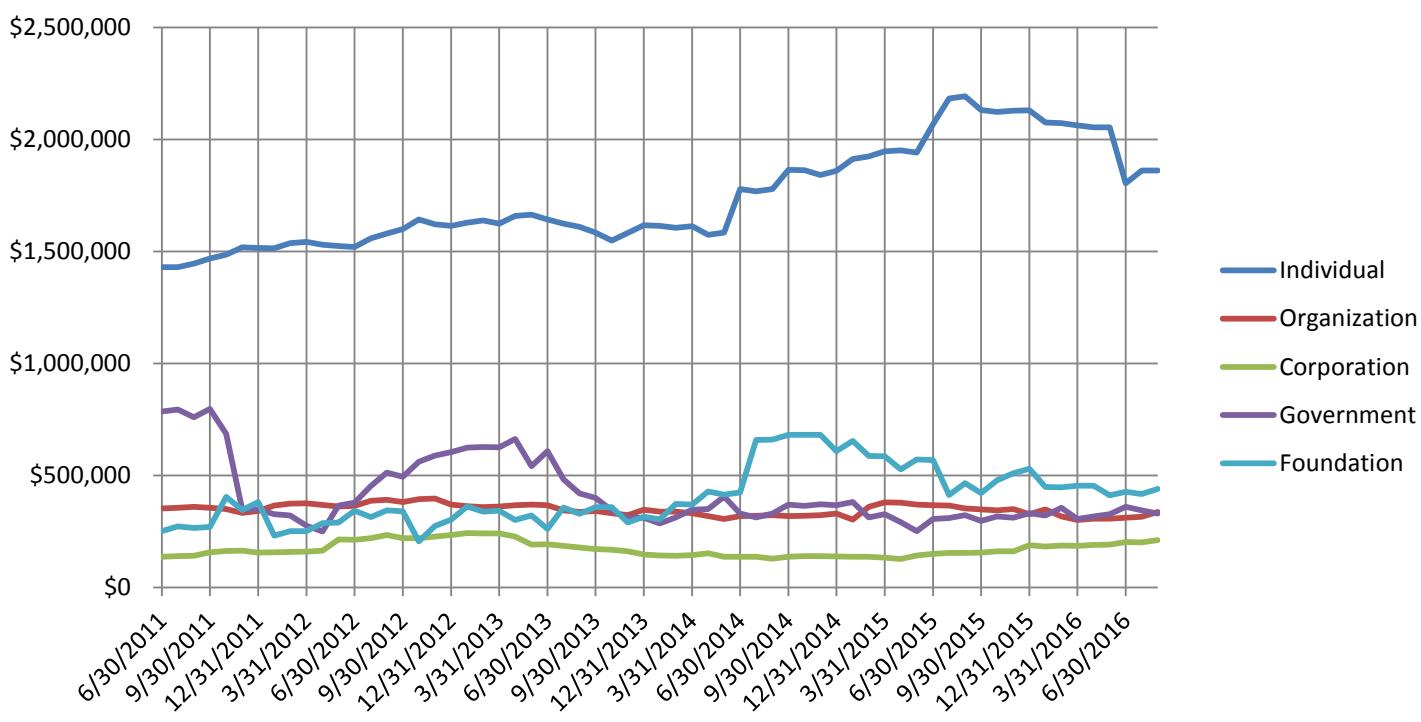


	2015	2016
# of tickets sold	116	175
% of bid card holders who gave to the special appeal		55%

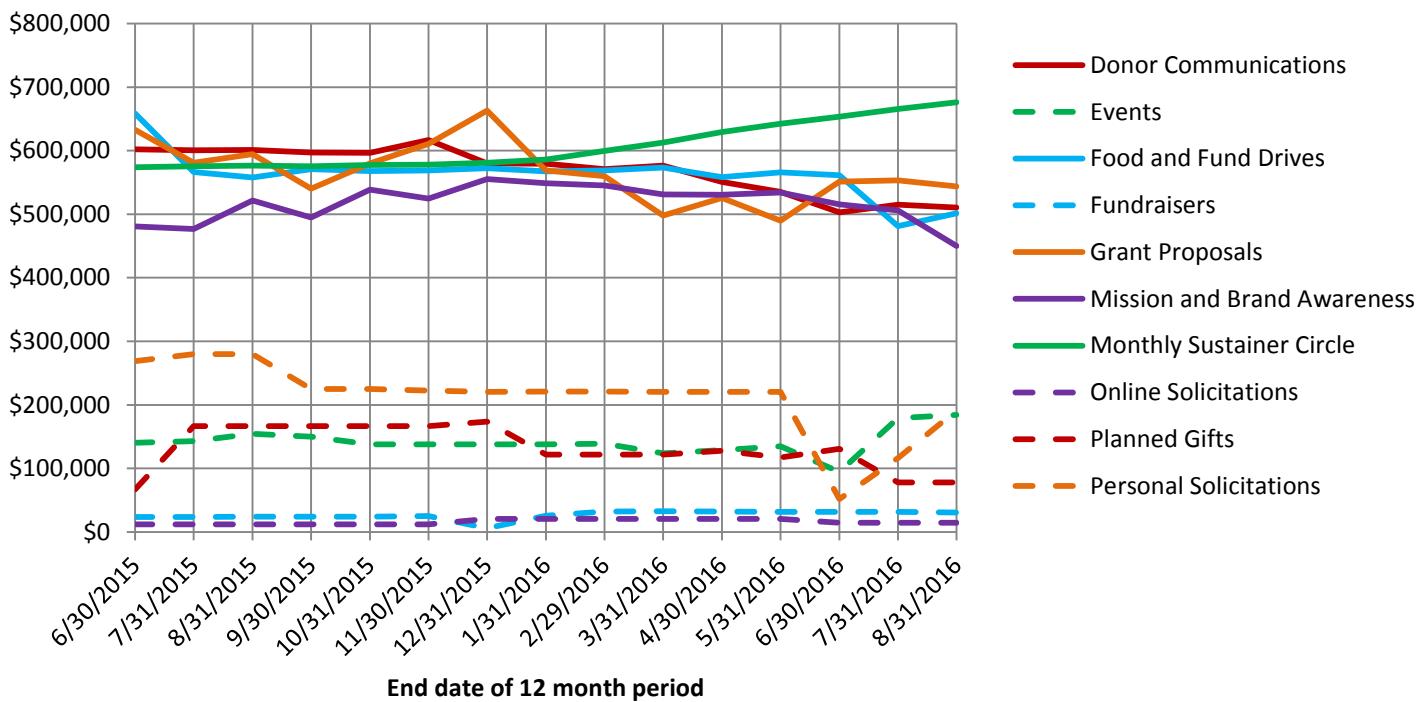
Total Giving by Fund Type Rolling 12 Months



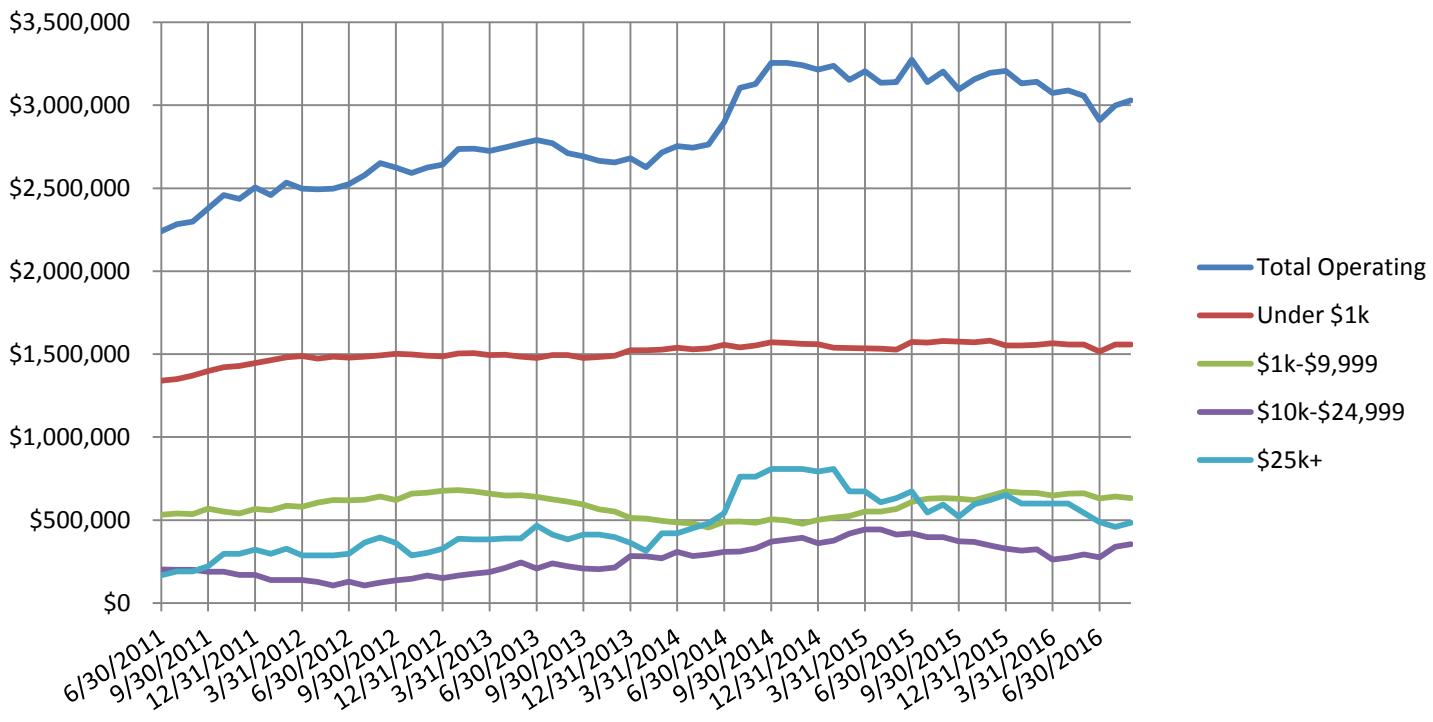
Total Giving by Constituent Type Rolling 12 Months



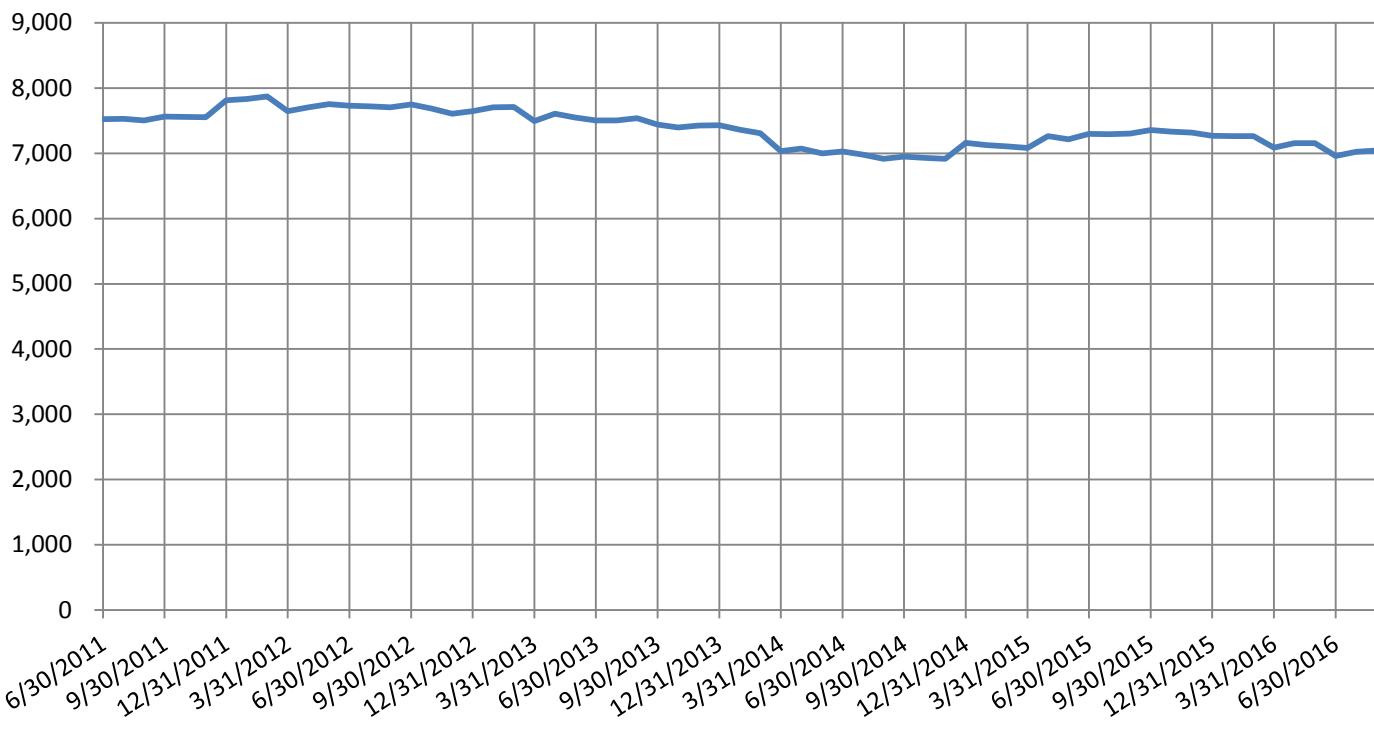
Total Giving by Activity Rolling 12 months



Operating Gifts by Gift Size Rolling 12 Months

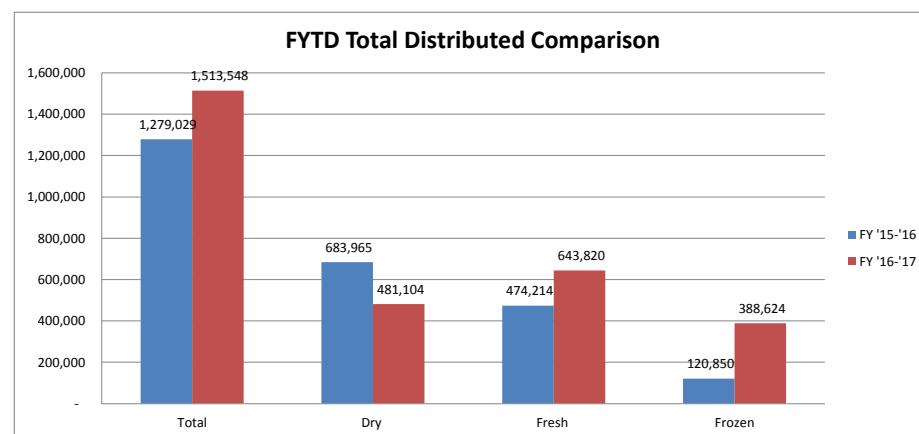
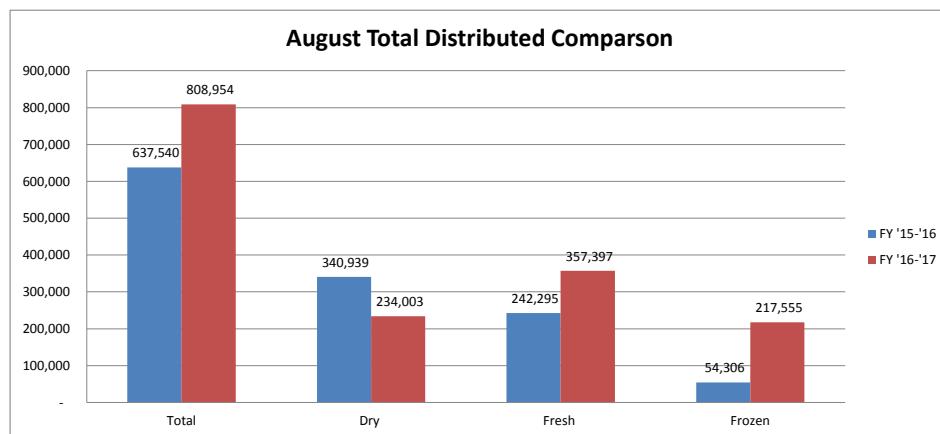
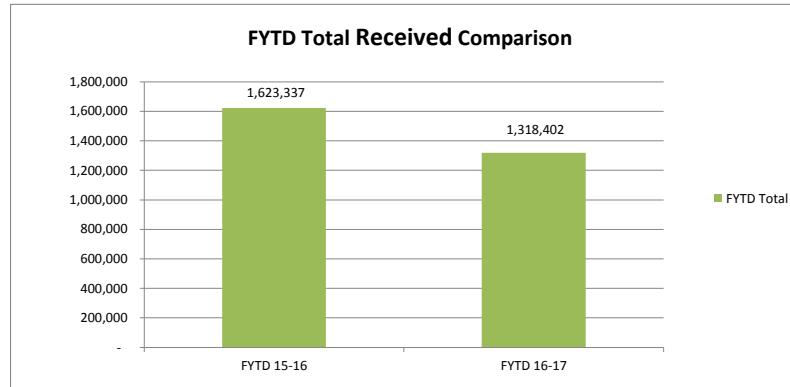
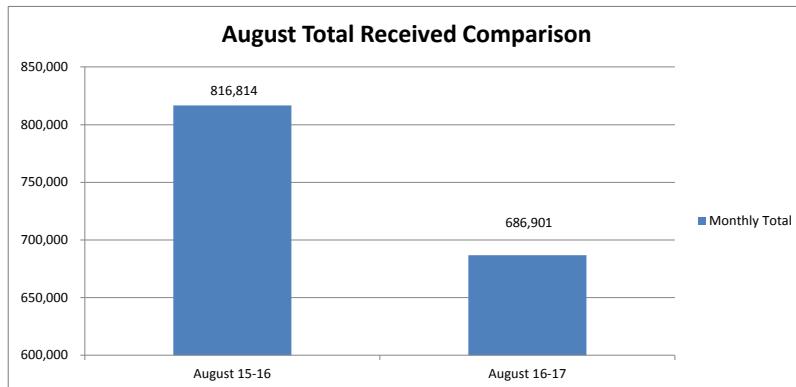


Number of Donors Rolling 12 Months



MONTHLY FOOD REPORT FOR AUGUST - FY '16 - '17

* NOTE: All food reports exclude non-food items and waste



Purpose: This is the newest version of the Monthly Food Report . The distribution numbers include product that is sent to both the MPFS agency network as well as the statewide network. The intent of this report is to inform the Board on our monthly and year to date progress in both resourcing and distribution. This is where you can find the answer to questions such as "where are we at compared to last year at this time?" This current report is for the month of August.

Detail: You will see that we are down in receipts from this time last year. This is due, in large part, to a significant decrease in supply from OFB. As you all know, the summer months are generally our leanest months in food resourcing but one area where we continue to see growth is with our farmer/grower donors. We have also benefited from a strong supply relationship with our contract grower - Dickman Farms. This fresh seasonal produce is truly beneficial to supporting both the volume and the nutritional content of our supply stream. To support that growth, we have been working very hard to build our produce distribution program and have seen great successes so far. You will also note that our frozen distribution totals (both for Aug and FYTD) are up considerably. This is mostly due to a large volume of product that we distributed through the statewide network. We do continue to see constraints for our agencies to accept large amounts of frozen product, however, their shifted focus toward fresh produce at this time of year is a healthy one.

Through this fiscal year you will be exposed to four different food reports:

1. Monthly Food Report;
2. Quarterly Food Report;
3. Semi - Annual Food Report
4. Annual Food Report



April 21, 2016

Dear Rick Gaupo and the Selection Committee of the Marion-Polk Food Share,

It is with great enthusiasm that I submit the following proposal for strategic planning services to the Marion-Polk Food Share. My team and I would be deeply honored to join you in considering a strategic future.

At Dialogues in Action, we help our strategic planning clients move beyond assessments of threats and opportunities and into considerations of the organization's growing edge. We help them develop a true strategy, one based on a deep understanding of the organization's purpose and identity, and one capable of adapting to shifts in circumstance and community need.

Our firm has deep and meaningful experience providing a whole suite of strategy development. From constituent engagement to strategy screens to impact evaluation and external communication, we have the kind of expertise to provide facilitate the process of Marion-Polk Food Share defining and articulating the way forward.

This process is of particular interest because of the following:

- I have been involved in the development of strategic planning or elements of strategy for food security organizations including Oregon Food Bank, North Texas Food Bank, and Feeding America.
- I am a sixth generation Oregonian and care deeply for this region and the people who live in it.
- I believe in the significance of the work of food security organizations for our communities to thrive. This is absolutely critical work.

Thank you for your consideration of our proposal. If you have any questions, please contact me by emailing steve@dialoguesinaction.com or by calling (503) 329-4816.

Sincerely,

A handwritten signature in black ink, appearing to read "Steve Patty".

Steve Patty, Ph.D.
Dialogues In Action LLC



Marion-Polk Food Share

Strategic Planning 2016

Proposal
April 21, 2016

Steve Patty, Ph.D.
Dialogues in Action LLC

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Imagine.

A planning process that is deeply engaging for clients, community members, and stakeholders – one that shapes their thinking and deepens their dedication.

A clear, compelling, and irrepressible vision for the impact of Marion-Polk Food Share in the communities of Oregon.

A strategy that illuminates the future, both sustaining what currently is strong and engendering what might be possible going forward.

Executive Summary

The approach we use in strategic planning engages staff, board members, clients, and community stakeholders to shape the future. We begin by utilizing a process to identify and articulate the unique identify and value proposition of the Marion-Polk Food Share. Then, we take the ideas of intended impact and the areas of strategic emphasis to shape an achievable and aspirational future. Next, we design the frames of action to determine priorities, steps, benchmarks, measures and operational orientations for the application of the plan. Finally, we design an evaluation approach to mark and measure progress. In brief, the strategic planning process includes three movements:

Part 1 Get Clear

This first phase involves three paths to develop and clarify a vision for the future. We utilize the Dialogue Boxes methodology to engender reflection and articulation of the essence of the organization. We also organize multiple in-depth interviews with staff, board, clients, and stakeholders to gain clear sight-lines into the areas of opportunity and challenge. In addition we usually survey the broader constituencies to hear their voices. This process results in documents called ***Vision for the Future*** and ***What We Need*** that function as the foundation for the plan.

Phase 2 Get Focused

The second phase incorporates board and staff in a process of listening to the insights from the community engagement of Part 1 to shape the areas of strategic emphasis for the future. Through board retreats and staff focus groups, we develop and articulate a vision of the future that includes areas of emphasis and directions of strategic trajectory. This part of the work results in the ***Strategic Directions*** that determine the focus of the next three to five years.

Phase 3 Get Moving

The third phase includes a number of interactive sessions to involve staff and others to design the most productive strategies for making progress on the directions. This includes world café imagination sessions, work groups to define outcomes and measures, the development of program and operational sequencing and priorities and an evaluation model. This work results in ***Frames of Action*** to inform, guide, and measure the operation plans going forward.

We have seen this process produce meaningful ownership and excitement for all those involved. We lean into the process with courage and thoughtfulness to shape a plan that builds on the current strengths as well as evolves the organization into a better future.

A written strategy emerges as a document to guide the steps going forward. Each part of the plan can be used separately for special engagements, or together to provide a robust and compelling strategy for the future.

One of the unique features of our approach is that the process itself develops people along the way. It moves the staff to deeper commitment. It elevates the vision of the board. It draws the community into a more sufficient space of ownership and involvement. People find that their view, vision, and verve for the work is stirred and strengthened. Fundamentally, we believe that the process of developing a strategic plan should be as formative for people as the product. This process accomplishes that double aim.

Our Expertise

We have unique skills and expertise for leading strategic planning. We have years building the capacity of organizations to define and evaluate impact, design programs, gather people to intention, and chart a strategic course for the future. A standard planning process uses fairly superficial interviews and surveys to gather stakeholder sentiment. We use an in-depth qualitative engagement methodology to get beyond the advice-giving of stakeholders and into a deeper level of draw and commitment to the work.

> For instance, in Strategic Planning for the Oregon Food Bank, we had senior staff and board members participate in Heart-Triangle™ interviews with key community leaders to gain an enriched understanding of the energy and deeper connection to the potential of the Oregon Food Bank.

Many planning processes are a response to something like a S.W.O.T. analysis (Strengths, Weaknesses, Opportunities, and Trends). Our process is a growing-edge orientation based on the ideas of adaptive leadership (from Heifetz and Linsky at the John F. Kennedy School of Government) to frame strategy not simply as response or opportunism, but rather as organizational evolution.

> For instance, the strategy we developed for Oregon Tilth is not merely about what can happen over the next 3-5 years, but about how the organization should evolve into new capacities. This has prompted new ways of engaging stakeholders and new strategies outside of their current repertoire to reach a broader constituency.

Conventional planning processes convene people to seek information or advice. Our methodology uses the planning process itself as a community intervention. We believe in the power of meaningful engagement for developing people in their passion and commitment to the mission of the organization.

> For example, with the Community Schools in Surrey, British Columbia, the means of engagement through the process of developing strategy was instrumental in strengthening the buy-in of principals and community partners.

Ideas are often hard to pin down. Consequently, many planning process tend toward more concrete tactics and avoid interacting meaningfully with the powerful ideas that encase strategy. But as the saying goes, “Culture eats strategy for lunch.” Our models work to get below the surface and help people interact with ideas of culture, shared vision, ways of relating, and other critical factors that influence strategy.

> For example, to accompany the new strategic plan for Feeding America, the national organization comprised of the nation’s food banks, we used the Dialogue Boxes to enrich the culture throughout the national network. This is a project to build common intentionality and agreement to shared values, beliefs and strategies.

The standard planning process leans heavily toward operations. Ours develops operations, but only as an implication of strategy. As O’Donovan and Flower note in their Stanford Social Innovation Review blog, *The Strategic Plan is Dead. Long Live Strategy*, the key idea of planning is not “making a plan and sticking to it,” but rather “setting a direction and testing to it.” We use the planning process to develop a clear but living direction that will be nimble and adaptive for years to come. This process is about adaptive strategy instead of a static strategy.

> For instance, in developing strategy for the internal leadership development work of the YMCA of Greater Vancouver, we designed strategy that not only expressed vision, direction, impact, and indicators of progress, but that also positioned the organization to be responsive and adaptive to whatever unforeseen opportunities they might face during a three-year span.

A number of unique qualities of our work make this kind of approach to strategic planning an effective fit for the challenge ahead:

Valuable Qualities	Examples in Action
Expertise in developing intention	Leading a culture project for Feeding America, the national network of Food Banks, to strengthen their nation-wide operational plan.
Organization and leadership development	Developing leadership capability and acuity for executive directors and senior leaders in nonprofits for the past decade; speaking for regional and national conferences on nonprofit effectiveness.
Ability to design evaluation of impact	Designing and delivering evaluation frameworks for over 150 nonprofits throughout North America including Iowa AmeriCorps, United Way of the Lower Mainland, Calgary "Sharing Impact Project," Social Venture Partners Early Learning Cohort, etc.
Capability with complex organizations	Providing strategy consulting for YMCA of the USA, National Council of Juvenile and Family Court Judges, and AmeriCorps in Oregon, Washington, Iowa, and Nevada.
Nonprofit capacity-building	Designing and running the evaluation of Step Up BC, a Province-wide effort to increase the capacity of nonprofits to achieve and measure impact.
Unique engagement methods	Engaging staff members, boards, volunteers, and stakeholders for multiple associations of YMCAs (San Francisco, Vancouver BC, Detroit, Houston, etc.) framing articulations of intent, strategy, and impact.
Combination of strategy and impact	Working with hundreds of nonprofit leaders to develop ideas of impact and to connect strategy design and implementation to impact, leading multiple trainings for Executive Directors such as regular events with the Foundation Center in San Francisco.

Objectives

The primary aim is to **develop a strategic plan** which will provide direction for the future of Marion-Polk Food Share in light of the opportunities and challenges facing the organization:

- Objective 1** **Seek to understand the critical perspectives, needs, and aspirations for impact of staff, board, clients, and community members.**
When the intended achievements and impacts of an organization are crisp and compelling, it draws people to the mission. They want to participate. They see where you are heading. They recognize how people and communities will be different because of your presence and work. In addition, those already associated with you will experience re-ignited passion for the work. They will be reminded of the kind of impact Marion-Polk Food Share will have in the communities of Oregon.
- Objective 2** **Identify the needs and gaps between current realities and a possible future for Marion-Polk Food Share.**
Once the key features of identity for the organization are clarified and articulated, gaps between the current reality and the ideal can be seen. This analysis provides a backdrop against which strategic planning can be situated. Strategic direction requires fidelity to the organization's identity, sensitivity to the gaps between the current reality and future aspiration, and a sense of the possibilities for the best version of the organization in the future.
- Objective 3** **Define the strategic priorities for direction.**
Identifying the strategic direction depends on an analysis of the big questions, strategic advantages, primary emphases of achievement and impact, and the key strategy screens. These provide the platform from which strategy can be seen and clarified. A strategic direction is the intent for progress along the organization's growing edge to maximize opportunities and navigate the challenges. For Marion-Polk Food Share, this means a clear articulating of the way forward that will both protect the legacy of the past as well as stretch powerfully and influentially into the future.
- Objective 4** **Develop trajectories of strategic initiative and innovation to secure an extended reach and amplified effect.**
This step provides an opportunity to consider next steps of priority. From a solid and healthy "root stock," provided by the first few objectives of the strategic plan, priorities and trajectories will emerge. This requires fidelity both to the "who we are" part of the strategic plan, as well engagement in guided exercises for creativity and innovation which will produce new possibilities. The result of this will not only be fresh developments of strategic initiatives, but also new efforts for strategic advancement.
- Objective 5** **Provide a plan for operational priorities for the next 3-5 years.**
Once your strategy is in play, the operational tactics can be set. These provide a framework for the work plan, resource allocation, innovation, and implementation. Essential to this part of the plan is defining key benchmarks and indicators of outcome and impact.
- Objective 6** **Build an evaluation framework.**
The final step is to build an evaluation framework that provides reliable data in four areas: (1) performance measures, (2) quality of program delivery indicators, (3) outcomes in the mental, behavioral, and emotional domains, and (4) impact measures. These elements provide a balanced and robust view of the progress and effect of the organization.

Characteristics

The planning process will be characterized by the following:

Adaptive instead of static

Our aim is to design a strategic plan that will orient the organization to the future. This work will inform what is emphasized next, how decisions are made, how to approach the big challenges, which opportunities to take, and what to let go in service to advancing mission and increasing the reach and effects of Marion-Polk Food Share. It is intended to be a living, growing compass and frame for the work.

Strategic instead of operational

The plan will emphasize strategy over tactics. Many strategic plans are more operational than strategic. The core of this work will be focused first on developing and articulating strategic impact, strategic emphases, and strategy screens. Staff teams will then take the strategic directions and build and modify operational plans accordingly.

Engaging instead of perfunctory

Participation throughout the planning process can be superficial. Our planning process will engage the board, staff, clients, and stakeholders in meaningful elements of organizational value and direction. This will increase the meaning and ultimate ownership of the plan. (See sections below.)

Developmental instead of incremental

Our aim is for the process of strategic planning and the product of strategic planning to be generative for all who are involved. It will develop the participants in the process, deepening and strengthening their attachment, ability to contribute, and passion for the work. It will also set a path forward for the future of the organization that will help the organization grow and develop instead of simply respond to benchmarks of increased percentages on outputs.

Achievement and impact oriented instead of output oriented

Strategic plans are best when they are tethered to clear and compelling notions of impact and effect. Plans that emphasize outputs get stuck in the “weeds” of tactics and techniques. Every good plan has operations and implementation sections, but these are best positioned in response to development and design of achievement and impact emphases.

Simple and elegant instead of inscrutable and technically complicated

The big ideas of the plan will be able to be represented in just a few pages. This will help staff, the board, members, stakeholders, and communities at large see the key elements, inspire engagement, and envision their parts of joining and advancing the work.

Directional instead of just a plan

Many plans are documents which rarely get noticed going forward. Our approach interacts with people deeply and meaningfully enough to embed a direction that is embraced, adopted, and embedded in the culture of the organization into the future.

Process and Deliverables

Part 1 – Get Clear

Objectives	<ol style="list-style-type: none">1. Seek to understand the critical perspectives, needs, and aspirations of engaged members, non-engaged members, and non-members.2. Identify the needs and gaps between current realities and a possible future for Marion-Polk Food Share.
Components	<p>This phase will consist of three paths:</p> <p>Path A – Group Engagements (Dialogue Boxes exercises) <i>To help people think about and shape the guiding ideas of the Marion-Polk Food Share</i></p> <ul style="list-style-type: none">• Board and staff• Members and stakeholders <p>Path B – Stakeholder Interviews (Qualitative Interviews) <i>To hear the voice of stakeholders, clients, partners, and staff</i></p> <ul style="list-style-type: none">• Consultant team interviewing• Board interviewing <p>Path C – Survey of Participants and Stakeholders <i>To gain the perspectives of the stakeholders to inform the development of strategic direction</i></p>
Products	<p>Vision for the Future (“Who we are”)</p> <p>Analysis of Gaps (“What we need”)</p>

Part 2 – Get Focused

Objectives	<p style="margin: 0;">3. Define the strategic priorities for direction</p> <p style="margin: 0;">4. Develop trajectories of strategic initiative and innovation to secure an extended reach and an amplified effect.</p>
Components	<p>To a great extent, we will follow the model proposed by LaPiana called <i>Real-Time Strategic Planning</i>. It is based on the premises that planning should be prepared in response to the challenges and opportunities facing an organization, designed to be strategic instead of mostly operational, and evolutionary and adaptive for the unfolding possibilities in the organization.</p> <p>We will modify the LaPiana process at a few points, including starting with the Big Questions facing the organization, developing notions of strategic advantage, and infusing the process with additional engagements to sharpen strategy, educate and enrich participants in the process, and strengthen staff, participants, and stakeholders toward community participation.</p> <p>This stage will involve two board retreats, staff focus groups, and work with the strategic planning task force.</p> <p>Big Questions Identifying the critical opportunities and challenges facing the Marion-Polk Food Share.</p> <p>Strategic Advantage Determining the unique place and position of the association to contribute to the mission.</p> <p>Impact Emphases Clarifying the primary areas of achievement and priority.</p> <p>Strategic Screen Determining against what values every current and future development of Marion-Polk Food Share will be vetted and by what standard decisions will be made for future investment. The strategy screen helps the management team pursue priorities that are strategic and avoid investing in pursuits less strategic by defining the criteria of decision making.</p>
Product	<p>Strategic Direction Document (“Where we are going”)</p>

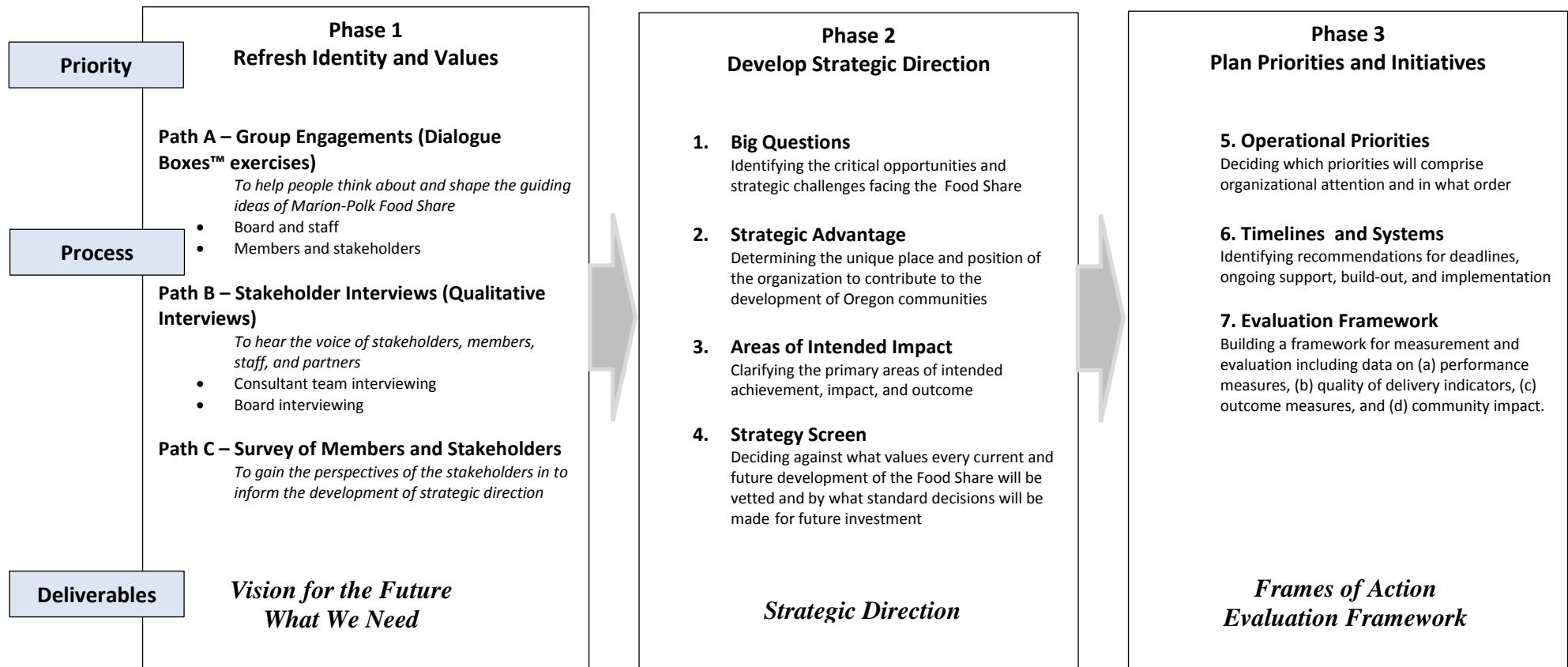
Part 3 – Get Moving

Objective	<p>5. Provide a plan for operational priorities for the next 3 years.</p> <p>6. Build an evaluation framework.</p>
Components	<p>These steps will include the second part of the LaPiana model, where we set strategic priorities and goals and objectives. In addition, we will utilize a modified IDEO process to generate the initial directions for innovation, strategic initiatives, and priorities going forward. We will map these on an instrument designed to determine the balance of organizational innovation and scaling, in order to assess value, risk, adaptation, and stretch, while retaining fidelity to the core competencies and strategic advantages of the organization.</p> <p>This stage will also include the build-out of the strategic logic for each of the primary strategies, as well as determine an initial set of indicators to measure progress over the next 3 years. This will include the following:</p> <p>Operational Priorities Deciding which priorities will comprise organizational attention and in what order.</p> <p>Goals and Objectives Articulating criteria activities, outputs, areas of service, etc.</p> <p>Evaluation Framework Developing indicators of progress and measures of achievement and impact.</p>
Product	<p>Frames of Action Document (“How we will get there”)</p>



Prologue:

Identify Strategic Planning Task Force members; Review current “work to date;” Scan precedents in field; Propose detailed process and terms



Epilogue:

Design for strategy engagements

Models

Key Model for Phase 1 – Dialogue Boxes

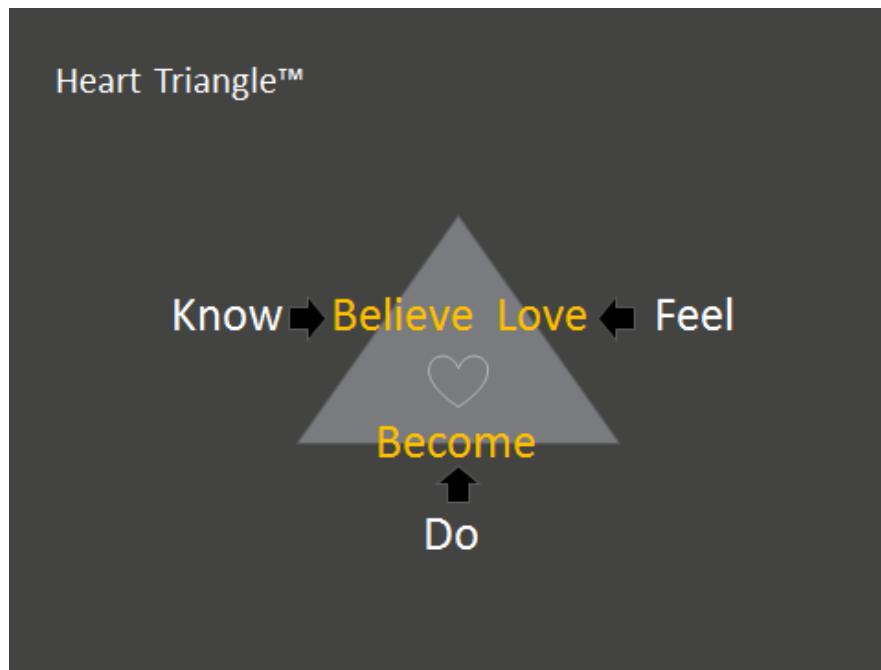


Patty, Steve. 2012.

Moving Icebergs: Leading people to lasting change

We have been using the Dialogue Boxes as a means to engage people in constructing a fundamental set of guiding ideas for organizational strategy. Over the past decade, the Dialogue Boxes have helped hundreds of leaders from across North America develop a sense of who they need to be to achieve their mission (for example, YMCA of the USA, Feeding America, Research and Reform for Children and Court, Oregon Food Bank, Grantmakers of Oregon and Southwest Washington, Oregon Tilth, community-school partnerships, city management teams, MEND International, etc.). This process quickly and precisely provides the means for a group of staff, stakeholders, or participants to articulate the key components that undergird strategic planning.

Key Model for Phase 1 – Interview Strategy for Stakeholders



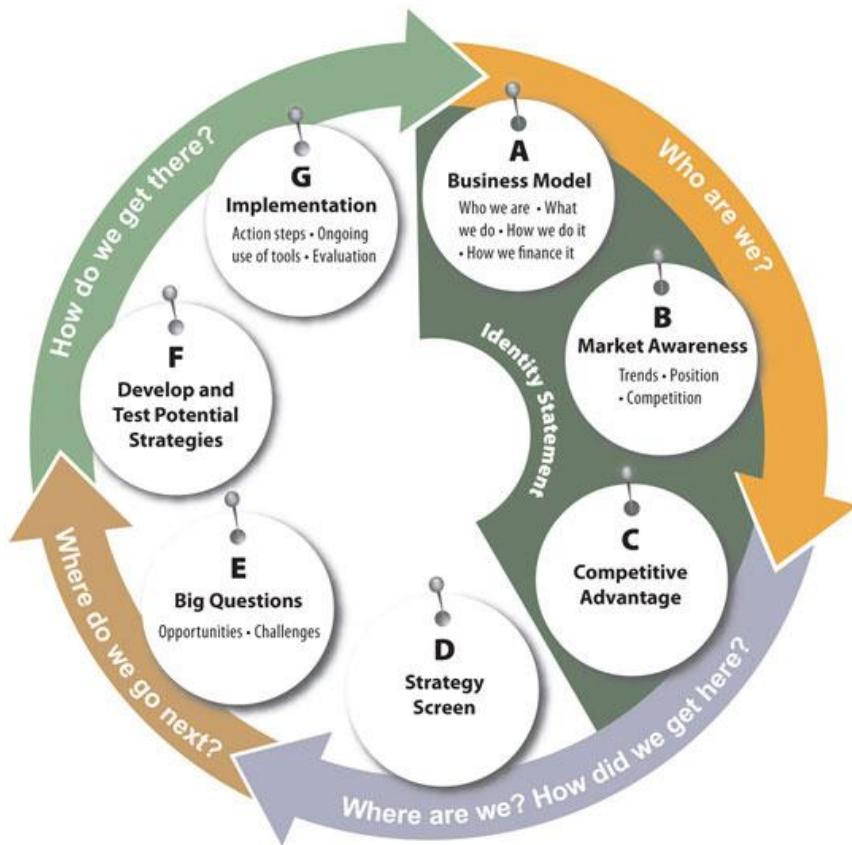
Patty, Steve. 2013.
Getting to What Matters: How to design and develop evaluation

Engagement often depends not only on the connection of ideas of a strategy with people, but on the ability of the people embodying the ideas to connect with other people about the ideas. This requires face-to-face conversations that are purposeful and formative.

We have been using a model of engagement that helps management teams, board volunteers, staff, and members hold qualitative conversations with people within the reach of organizations. The *Heart Triangle* model is utilized to frame the conversations and make meaning of what is heard.

Guided conversations will be designed for the “Getting Clear” stage to explore public sentiment, inquire into current challenges and opportunities, gauge areas of energy and inclination, discover sticking points and areas of resistance, illuminate possibilities in partners and stakeholders. The effect of initiating intentional conversations and mobilizing board and staff to convene those conversations helps to **nurture community and stakeholder engagement and strengthen strategic relationships.**

Key Model for Phase 2 – La Piana Model of Strategic Planning



La Piana, David. 2008.

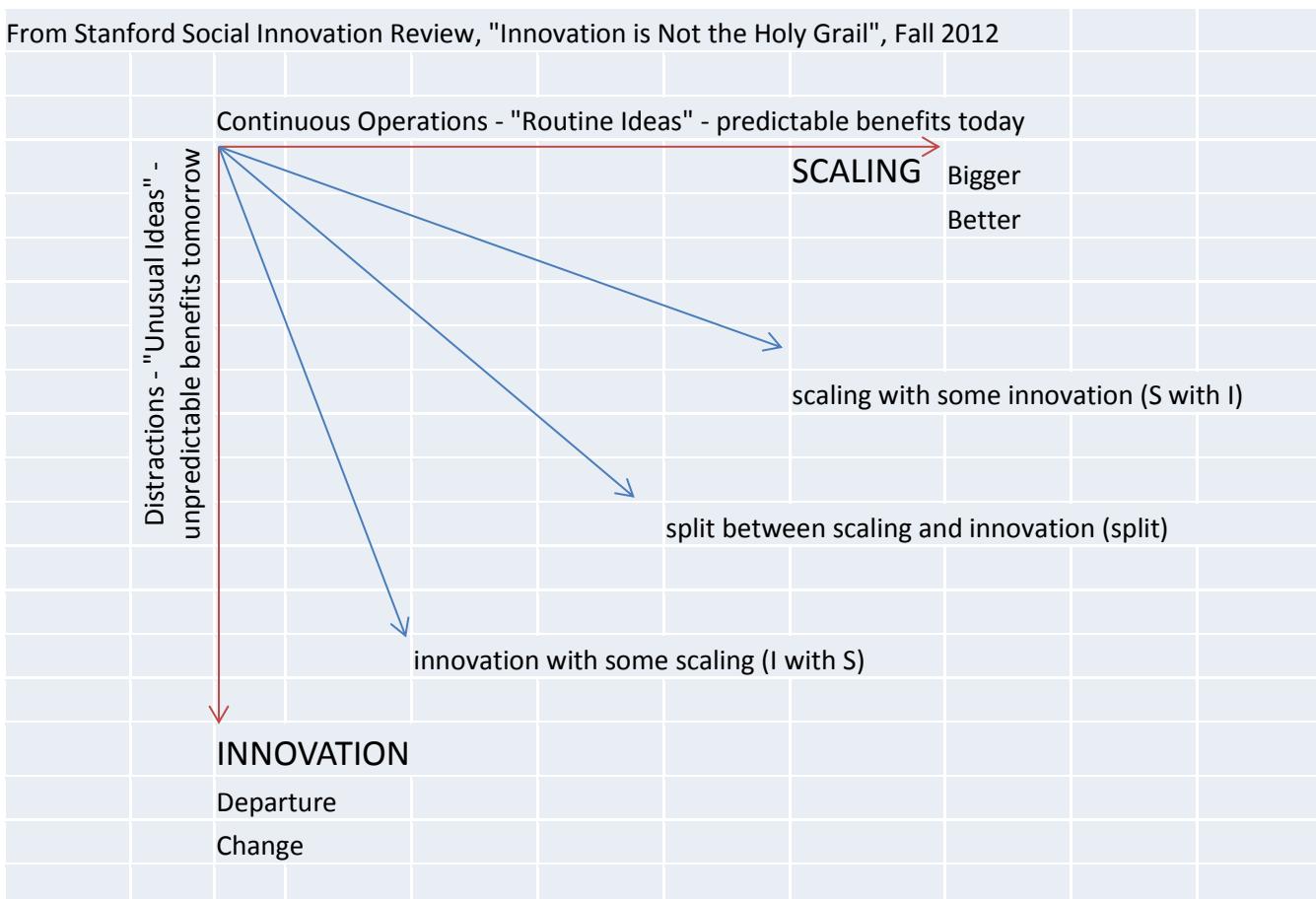
The Nonprofit Strategy Revolution: Real-Time Strategic Planning in a Rapid-Response World.

We will utilize elements from the model proposed by LaPiana called Real-Time Strategic Planning. It is based on the premises that planning should be prepared in response to the challenges and opportunities facing an organization, designed to be strategic instead of mostly operational, and evolutionary and adaptive for the unfolding possibilities in the organization. We will modify the LaPiana process at a few points, including starting with the Big Questions facing Marion-Polk Food Share, developing a strategic advantage instead of a market advantage, and infusing the process with additional engagements to sharpen strategy, educate and enrich participants in the process, and strengthen staff, stakeholder, and community participation:

- Big Questions—Identifying the critical opportunities and challenges facing the organization.
- Strategic Advantage—Determining the unique place and position of the organization to contribute to the communities of Marion and Polk counties (includes trends and other contextual issues).
- Impact Emphases—Clarifying the primary areas of social impact and community outcome.
- Strategic Screen—Determining against what values every current and future development of the Marion-Polk Food Share will be vetted and by what standard decisions will be made for future investment. The strategy screen helps the organizational leaders pursue priorities that are strategic and avoid investing in pursuits less strategic by defining the criteria of decision making.

Key Model for Phase 3 – Innovation/Scaling

From Stanford Social Innovation Review, "Innovation is Not the Holy Grail", Fall 2012



Stanford Social Innovation Review. Fall 2012.
Innovation is not the Holy Grail.

We will utilize a modified IDEO process to generate the initial directions for innovation, strategic initiatives, and priorities going forward. We will map these on an instrument designed to determine the balance of organizational innovation and scaling, in order to assess value, risk, adaptation, and stretch, while retaining fidelity to the core competencies and strategic advantages of Marion-Polk Food Share.

Timeline

This will depend on the scope and scale of some of the elements, and on the availability of the board and staff. This will be determined after consultation with the executive director and advisory committee.

Resources

Level of Effort

Part 1

Activities	Review of current documents and strategies Orientation for Planning Committee 2-3 half-day Dialogue Box sessions with board, staff, clients, and stakeholders 10-15 in-depth interviews (or more, depending on involvement of board and staff) Analysis of board and staff interviews (20-30 interviews) Design and deployment of stakeholder survey Analysis and representation of data in “What We Need” document Iteration and vetting of “Who We Are” with staff and board
Deliverables	Report on the voice of the members and stakeholders of OLA. “Who We Are” Part 1 of the strategic plan (the “why”) “What We Need”
Cost¹	\$13-15,000²

Part 2

Activities	Board retreats to determine strategic priorities, advantages, and screen Staff and stakeholder focus groups to vet the emerging directions Trajectory setting meeting with staff or board Iteration and draft preparation with the planning committee
Deliverables	“Strategic Direction” Part 2 of the strategic plan (the “what”)
Cost	\$8-10,000

Part 3

Activities	2-3 world café sessions to generate particulars of tactics (staff, community members, board) Program modeling, including defining indicators Sequencing and scaling/innovation designs Facilitate staff work groups to determine outcomes and performance benchmarks Development of evaluation metrics Design of timelines 2-3 staff meetings to build evaluation frameworks Presentation and iterations of draft
Deliverables	“Frames of Action” Part 3 of the strategic plan (the “how”)
Cost	\$13-15,000

¹ The costs might be adjusted downward if the staff are available and have capacity to lead some of the steps under the guidance of the consultant.

² The range on each of these parts refers to the level of variation of scale and scope. These will be determined through consultation with the executive team and advisory committee.

Additional Expenses

Expenses for travel, lodging, meeting rooms, and other logistical incidentals to be covered by Marion-Polk Food Share.

Part 1	Part 2	Part3	Total
\$11,000 – 13,000	\$8,000 – 10,000	\$11,000 – 13,000	\$30,000 - 36,000

References

Contact information from the following references will be made available on request:

Strategic Planning, Grantmakers of Oregon and Southwest Washington
Joyce White, Executive Director
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Strategy Planning, Oregon Food Bank
Susannah Morgan, Executive Director
smorgan@oregonfoodbank.org

Strategic Planning, Oregon Tilth
Chris Schreiner, Executive Director
chris@tilth.org

Consultants

Principal Consultant



Steve Patty has dedicated his career to thinking about the development of people. His expertise is developing leadership capacities, clarifying organizational intent and strategy, and evaluating human and social impact. He has designed strategies for national nonprofits to assess their impact, embedded means of strategic thinking in boards of directors and senior management teams, and implemented strategies for increasing leadership capacity and clarity within organizations. He has worked with groups such as the YMCA of the USA and Canada, the National Council for Juvenile and Family Court Judges, MEND international, and Community School Partnerships, among other agencies. He is a published author and frequent conference speaker.

Associate Consultant



Jessamyn Luiz is passionate about creating high-impact organizations where people can thrive. She believes that strong organizations are essential to strong individuals, families and communities.

Her career has focused on designing and managing programs to meet critical community needs in both the nonprofit and public sector. Since 1998, Jessamyn has been a leader in national service and educational organizations serving children and families of all backgrounds. She spent 7 years leading efforts to build systems to support growth with quality for Jumpstart for Young Children, Inc., a national AmeriCorps program focused on early childhood education and led the turnaround of defunded Head

Start programs with Acelero Learning. She also served as the Director of Education for the Pueblo of Tesuque tribal government in Santa Fe, New Mexico.

Most recently, Jessamyn served as the Oregon AmeriCorps Program Officer with Oregon Volunteers, the state commission for volunteerism and service. In this role, she guided organizations in designing and refining AmeriCorps programs to serve Oregon communities in disaster preparedness, education, health and human services and environmental stewardship. In 2013, she partnered with Dialogues in Action LLC to bring the Seeing Impact Project to Oregon AmeriCorps grantees to help them build the evidence base for their programs and demonstrate and deepen their impact on communities.

Jessamyn holds a Bachelor's degree from Boston University in Environmental Analysis and Policy and studied in the Master of Science in Organization Development program at Pepperdine University.