



**Marion-Polk Food Share  
Board Packet  
September 27, 2018**

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Please note: Financial Reports are in a separate packet to the Board.



# AGENDA

Board of Directors Meeting  
Thursday, September 27

8:00 – 8:15	Breakfast	
8:15 – 8:25	Call to Order – <b>Alex Beamer</b> Guest Introductions – <b>Rick Gaupo</b>	
8:25 – 9:30	Financial Update – <b>Jim Green, Jim E. Green</b>	
8:30 – 8:35	Consent Agenda – <b>Alex Beamer</b> - Board Meeting Minutes, May 24, 2018 - August Financial Statement	Action: Board Vote
8:35 – 8:40	Passing of the Gavel – <b>Alex Beamer, Cheryl Wells</b>	
8:40 – 8:50	Mission Moment – <b>Brenda Tuomi</b>	
8:50 – 9:00	Tutorial of Board Portal – <b>Kendra Boren</b>	
9:00 – 9:05	Development Update – <b>Julie Hambuchen</b>	
9:05 – 9:30	Discussion Woodburn Food Bank – <b>Rick Gaupo</b>	
9:30	Adjournment – <b>Cheryl Wells</b>	

## Dates to Remember

**October 14:** Chef's Night Out

**October 25:** Board Meeting @ 8am-9:30am

**December 06:** Board Meeting @ 8am-9:30am

Marion-Polk Food Share  
Board of Directors Meeting Minutes  
July 12, 2018

**Board Members Attending:** Frances Alvarado, Alex Beamer, Warren Bednarz, Courtney Knox Busch, John Burt, Mike Garrison, Jim Green, Julie Huckestein, Walter Smith, Brenda Tuomi, Bahaa Wanly, Cheryl Wells

**Staff Members Attending:** Kendra Alexander, Eileen DiCicco, Ian Dixon-McDonald, Rick Gaupo, Jim E. Green, Julie Hambuchen, Amy Hammerstrom, Corrina Hawkins, Allen Pfeiffer, Auzeen Rasaie, Lexi Stickel, Cheryl Young

**Call to Order**

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

**Guest Introductions**

**Rick Gaupo** and **Cheryl Young** introduced Ashley Wood, who is serving as receptionist through our vocational training program.

**Consent Agenda**

- Board Meeting Minutes, May 24, 2018
- Wells Fargo Resolution

**ACTION: Warren Bednarz** moved and **John Burt** seconded adoption of the consent agenda items. The vote was unanimous.

**Mission Moment**

VP of Programs Ian Dixon-McDonald gave a presentation about the Food Share's response during the recent month-long Salem Water Advisory. Fortunately, Rob Demchak, our facilities and Safety Manager, has been actively involved in emergency preparedness work and although he was out of town during the advisory the disaster response binder he had prepared helped staff with our response. We operated in incident command mode. Rick Gaupo was the incident commander and assigned roles to staff. The incident command team discussed and planned our response and met regularly. After starting with only 2 pallets of water, we soon had an abundance through the outpouring of support from local retailers, Oregon Food Bank and Feeding America.

We focused our response on providing water to individual who couldn't get to public distribution sites. Home-bound Meals on Wheels clients and food pantries received water. We also formed new partnerships with nursing homes, low-income senior apartments and other organization serving high-risk populations. 200 pallets of water (50,000 gallons) were distributed.

Key takeaways included:

- Although difficult and stressful on staff resources, we can successfully respond.
- Resources, both volunteers and water in this case, are unpredictable. Sometimes they were scarce and sometimes abundant.
- Partnership development is important. We worked closely with the City of Salem, the county and the state.
- This was a fortunate emergency in that it involved only water in one community. We need to train for and start thinking about other emergency scenarios.

**Courtney Knox Busch**, Salem's Strategic Initiatives Manager, said it was a challenging time for everyone, but the response and patience among community members was welcome. The city staffed 11 water distribution sites that gave out 300,000 gallons of water. A new water testing system and water treatment system are now in place and working well.

**Alex Beamer** asked if we have determined how much water to keep on hand. **Kendra Alexander**, Director of Food Resourcing and Warehouse Operations, said we will keep about a truckload of water on hand, enough to supply 3 days of water for MOW clients. **Bahaa Wanly** said it might be wise to create standard protocols for response.

Courtney said this incident shows there's a need for disaster planning overall.

### **New Board Member Election**

**Cheryl Wells** said the Governance Committee has decided to move elections from September to July so that newly elected board members can participate in the summer social and attend the entire September board meeting.

**Nominees for re-election for 3-year terms:** Brenda Tuomi, John Burt and Bahaa Wanly.

**ACTION:** **Julie Huckestein** moved and **Mike Garrison** seconded approval of the re-election of all three nominees. The vote was unanimous.

**New member nominees:** Linda Norris and Sarah DeSantis

Cheryl said Linda Norris, former Salem City manager, brings a wealth of management experience to the position and she has a heart for what we do. Her term will be 3 years.

Sarah DeSantis is executive director of Silverton Area Community Aid (SACA), a Food Share partner agency. The board wants to have a partner agency voice. Discussion led by Warren Bednarz led to a decision to make the term 2 years instead of 1.

**ACTION:** **Mike Garrison** moved and **Warren Bednarz** seconded approval of the election of Norris and DeSantis to the board. The vote was unanimous.

## **Development Update**

**VP of Development Julie Hambuchen** thanked members for personalizing donor notes and their planned attendance at Farm to Table. She announced that the Food Share has a new match from the Brenden Family Foundation to incentivize milestone giving at higher levels — \$1,000, \$2,000, \$5,000 and \$10,000 — to increase what is currently a slim number of donors at those levels. First time donations at these levels will be matched dollar for dollar. Details to come.

## **FY2019 Budget**

**Finance Committee Chair Jim Green, Finance Manager Jim E. Green and Rick Gaupo** presented the FY2019 organizational budget which includes \$4.7 million in operating revenue and \$4.9 million in operating expenses. The deficit would be covered from reserves. It is predicted the Food Share would still be healthy.

Jim E. explained that the Food Share has historically been conservative in its budgeting. He noted that between 2015 and 2018, our revenues have cumulatively exceeded \$921,000 over budget. He said quarterly evaluation of the budget allows for correction if necessary.

The budget changes are driven by salary raises and upgrades averaging 3.8%, the addition of 8 positions, and a commitment to engage professional marketing support for brand evaluation and donor development.

**Bahaa Wanly** was concerned about the adoption of a deficit budget that didn't clearly express the return on our investment.

**Julie Huckestein** asked what our reserve balance would be after the \$200,000 spend down. Jim E. Green said it would be over \$2 million.

**ACTION: Warren Bednarz** moved and **Mike Garrison** seconded adoption of the FY2019 organization budget as recommended by the Finance Committee. The motion carried, with Bahaa Wanly voting no.

## **Strategic Plan**

**Rick Gaupo** gave a brief recap about the strategic planning process saying the next step will be for directors to synthesize input from 9 committees into a final document that will move us from strategy to action and goals. **Alex Beamer** said the board should discuss what role it will take in guiding forward movement on the strategic plan.

**Adjournment**

Alex Beamer adjourned the meeting at 9:38 a.m.

Next board meeting is Sept. 27, 2018; 8-9:30 a.m.

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Courtney Knox Busch  
Board Secretary



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Date: September 17, 2018  
To: Marion-Polk Food Share Board of Directors  
From: Julie Hambuchen  
Re: Development news

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### **Farm to Table Results**

Thank you to all Board members who attended Farm to Table. Overall, the community gave \$168,496, including a generous match from the Midland Foundation. This was a \$12,000 increase over last year. With a guest count of 237, the evening was a great success.



### **Donor Appreciation Lunch**

A big thank you to Jim, John, Mike and Warren, who signed up to represent the Board at the Leadership Donor lunch on Sept. 20. Thank you also to all Board members who called donors to personally invite them to the lunch.

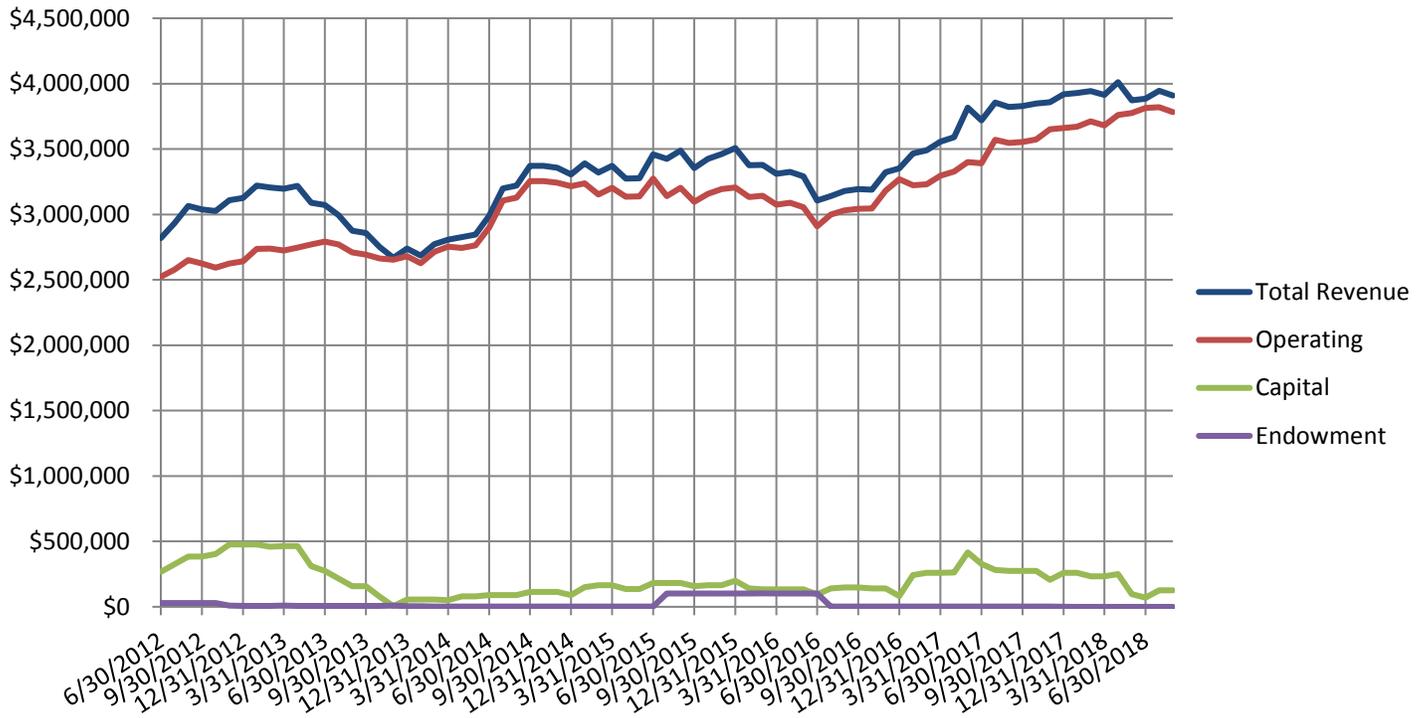
### **Brand Evaluation**

In September, we kicked off a brand evaluation project. Our goal is to communicate the Food Share's mission more effectively by making sure that our messages are relevant, impactful, and consistent. We are evaluating the effectiveness of our logo, language, and visual imagery. Working with us on this project are two local marketing agencies, Talewind Visuals and Common Era Collective. Courtney has graciously agreed to participate from the Board.

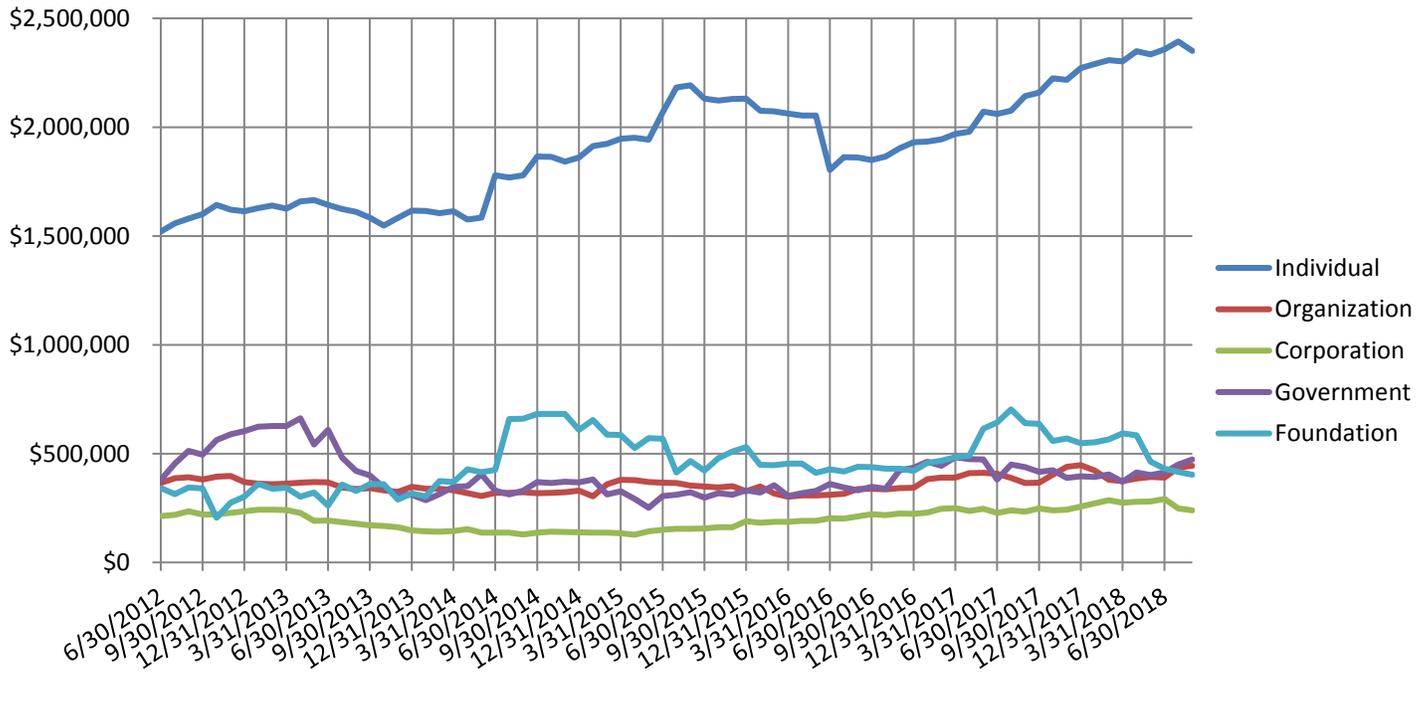
### **Chefs' Nite Out on October 14**

Please mark your calendars for Sunday, October 14, and join us for an afternoon of the Mid-Valley's best food and drinks. Tickets are on sale at the front desk or on the Food Share's website.

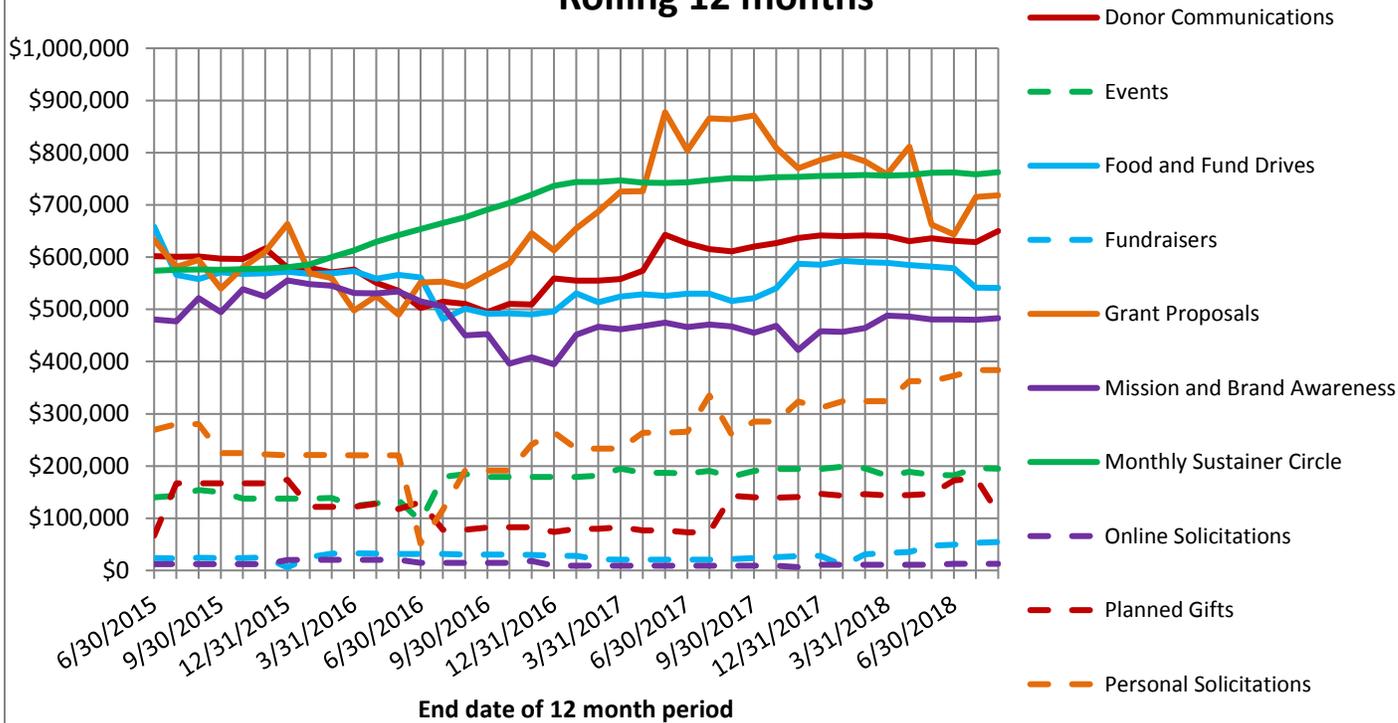
### Total Giving by Fund Type Rolling 12 Months



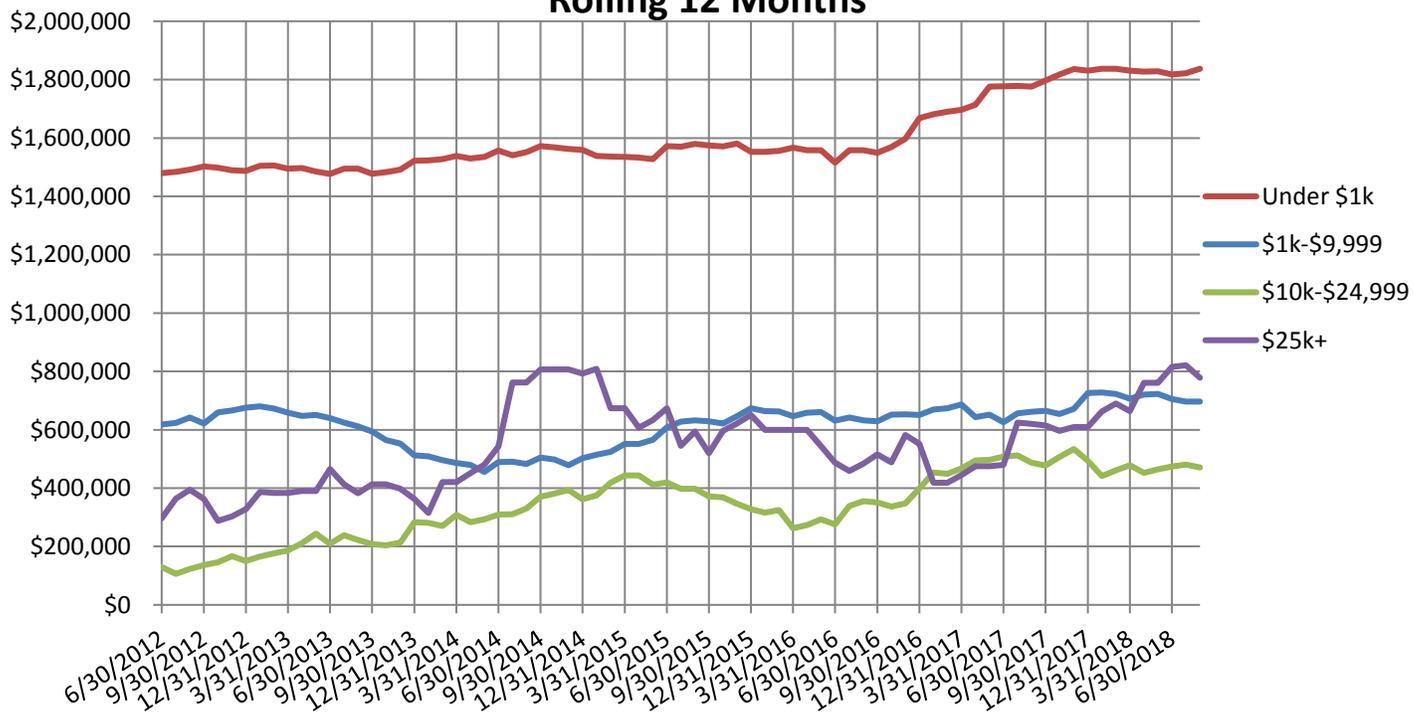
### Total Giving by Constituent Type Rolling 12 Months



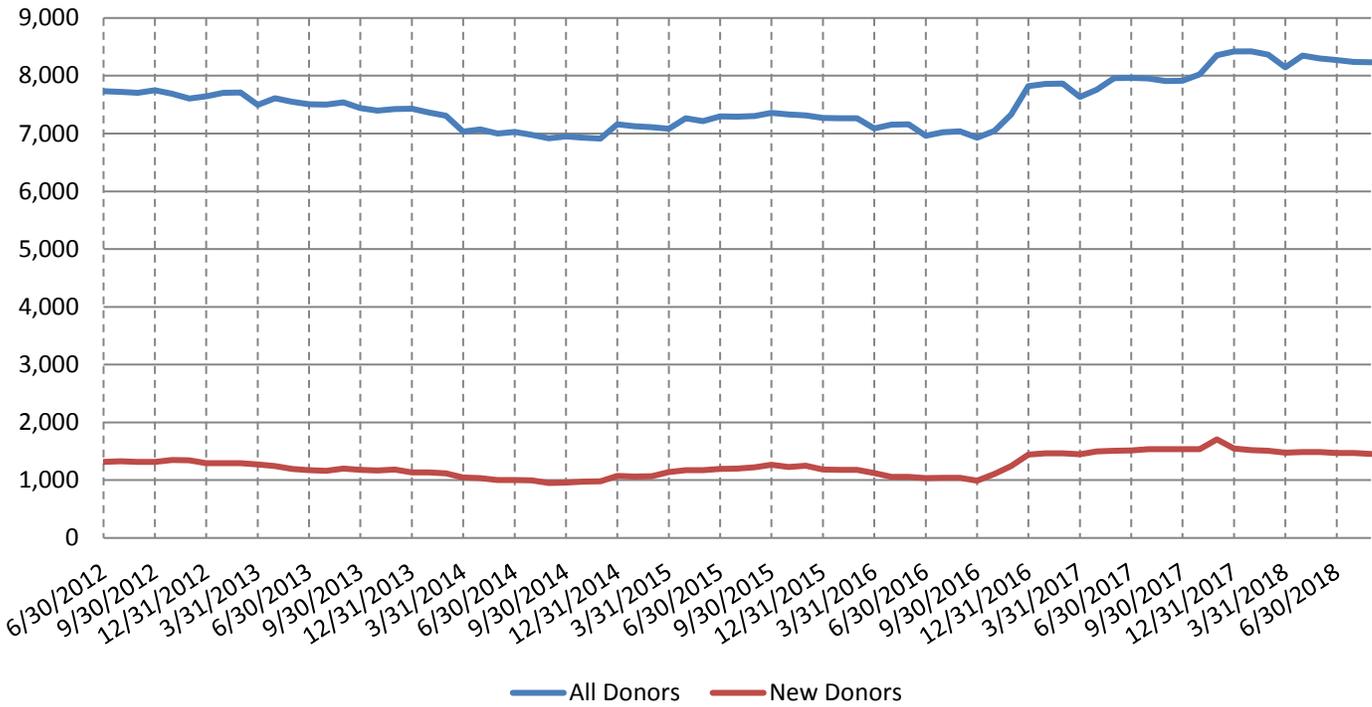
### Total Giving by Activity Rolling 12 months



### Operating Gifts by Gift Size Rolling 12 Months



## Number of Donors Rolling 12 Months



Clarity of Goal

As we consider the best route forward, it's important we are clear on the long-term goals:

1. Strong Food Pantry serving the Woodburn community
2. Community Food Resource Center as a hub for the Woodburn community and surrounding area.
3. Community engaged; community-led commitment to a Hunger-free Woodburn

Strategy:

Move forward on a one-year plan that leaves **three viable long-term options** available.

Short Term- One Year	Long-Term Options	
Food Share manages AWARE under a service contract with Aware Board of Directors	<b>A</b>	AWARE Food Bank's revitalized Board oversees AWARE. <ul style="list-style-type: none"> <li>- This route allows for the AWARE board to run AWARE or to employ Marion-Polk Food Share to manage AWARE (like the Grand Ronde model.)</li> </ul>
	<b>B</b>	AWARE Food Banking activity is transferred to another non-profit entity.
	<b>C</b>	AWARE is a Marion-Polk Food Share Program <ul style="list-style-type: none"> <li>- This route allows for a newly created Woodburn advisory team to guide the work in Woodburn.</li> </ul>

## Moving Forward on the Short-Term Plan

### 1. AWARE and Marion-Polk Food Service Agreement

AWARE signs a service agreement authorizing Marion-Polk Food Share to manage AWARE:

- Program execution
- Staffing
- Finances
  - Bank account
  - Expenses
- Assets
- Fundraising
- Community Engagement

### 2. AWARE Board of Directors of AWARE

The AWARE Board of Directors exist as a legal entity to:

- Allow for all three long-term options to remain viable option
- Maximize fund raising in the Woodburn Area

Options for AWARE Board composition

1. AWARE Board continues as is and Marion-Polk Food Share provides regular reports
2. AWARE Board works with Marion-Polk Food Share Board to elect new Board members that are a subset of the Food Share Board
3. A combination of Existing AWARE Board members and Food Share members.



## Board Committee Updates

### Executive Committee

The Executive Committee met on Thursday, September 20 and discussed the following;

- Establishing a CEO severance policy to guide future CEO transitions. (Rick's not leaving this is just planning ahead.)
- Prepared for the board conversation regarding the changing situation at AWARE Woodburn's largest food bank.

### Governance Committee

The Governance Committee met on Wednesday, September 12 and discussed the following;

- Orientation for the two new board members.
- Identifying potential board members from the Woodburn area.

### Finance Committee

The Finance Committee met on Thursday, September 20 and discussed the following;

- Financial reports FY to date, including food inventory data.
- The fiscal year 2018 audit update, performed by Grove, Mueller & Swank, LLC. The Auditors have indicated a draft will be available by the end of September 2018.
- The Food Share is taking steps to update and perhaps combine our 403(b) and SEP retirement plans. The objective here is to encourage employees to save for retirement, offer competitive plans, and not add significant cost to the Food Share.
- A new proposed draft and the existing 2006 investment policy. The Committee asked James to determine the fees Wells Fargo would charge to buy bank CDs and the difference in interest rates expected between brokered CDs and locally placed CDs. There will more discussion on this topic at the October meeting.

## Board of Directors Program Update

Marion-Polk Food Share

September 2018

Dear Food Share Board Members,

We are still experimenting with different forms of reporting our community impact. Next month, and each subsequent 1<sup>st</sup> month of the quarter, you will see a more formal report, with targets and actuals, based on our strategic plan. This month, we are providing an expanded “New of the Week” format, highlighting accomplishments and updates from across the organization. This list is also organized by strategy from the strategic plan.

1. **Distribution Network:** Ensure the communities of Marion and Polk Counties have a strong network of community-based distribution programs and partners that meet their community’s nutritional needs.

**Food Distribution, General Update:** Last year, the Food Share distributed 8,709,897 lbs. of food to our partner agency network and through local direct distribution programs. This was a 7% decrease from last year, due to a poor harvest year in 2017-2018 and a push to move frozen out of off-site frozen storage from 2016-2017. We continue to be strong in produce and fresh and frozen product due to our generous partners in the farm, processing and retail industries. We continue to see less canned product due to closures in the local canning industry.

**Food Distribution, USDA Commodity Increase:** The Food Share is preparing to see a large increase in USDA Commodity foods this year, in particular, milk. We expect 4-9 pallets of cold milk to be delivered every week from October through March. Other commodities, such as pork and chicken, are also expected to see an increase. These increases are due to additional USDA purchases in response to tariffs. We are very excited to see more healthy food coming our way through the USDA!

**Meals on Wheels, General Update:** Meals on Wheels service numbers continue to grow. We are now serving over 500 meals per day, including both home delivered meals and our 2 senior meal sites, over double what the program was serving when we began management four years ago. In FY18, we served 139,991 meals, an all-time high.

**AWARE Food Bank:** Marion-Polk Food Share has assumed management of one our largest food pantries, the AWARE Food Bank in Woodburn. After their manager announced retirement, the AWARE Board of Directors reached out to us for assistance. We are currently overseeing the day to day with temporary Food Share staff, and evaluating scenarios for long term support. AWARE distributes almost half a million pounds of food per year.

**Link2Feed:** Marion-Polk Food Share is implanting use of Link2Feed, and database software designed for food pantries. Three pantries, Iskam Mæk<sup>h</sup>Mæk-Haws, Aumsville Community Food Bank, and West Salem United Methodist, are currently using the software. An additional 5 pantries have committed to implementation. The software will improve our understanding of the communities we serve and provide information to increase quality of service.

**Project Harvest:** We are currently in the midst of a fruitful harvest season. Due to partners like Salem Harvest and local farmers, we've received 376,129 lbs. of produce this growing season. Our Partner Agencies, as well as other groups like Lancaster Medical Center, Nuevo Amanecer, and Boys and Girls Club have benefited from the abundance.

**Shopping Style & Open Distribution:** 68% of our food pantries are now "shopping style!" Due to the diligence of our Agency Relations team, more than two thirds of pantries are now allowing clients to make their own healthy food choices. Additionally, Aumsville Community Food Bank and the Idanha-Detriot Community Food Pantry are practicing "open distribution," meaning there are no limits on how much food individuals can take. Aumsville Coordinator, Rocky Nyland, even presented on the topic at Oregon Food Bank's Partner Agency conference.

**Iskam Mæk<sup>h</sup>Mæk-Haws, General Update:** Iskam Mæk<sup>h</sup>Mæk-Haws, our food pantry in Grand Ronde, continues to grow. Last year, IMMh distributed 5,088 food boxes and 9,630 volunteer hours were donated, an all-time high for both, which allowed for distribution of 389,510 lbs. of food. In addition, IMMh offered a food preservation class series, cooking classes, a bike repair program, and hosted three job trainees and four summer youth trainees.

2. **Community Health Partnerships:** Engage in partnerships that focus on food security and health.

**Farm Share Rx:** The Food Share successfully coordinated a 2<sup>nd</sup> year of the Farm Share Rx program. This year, 80 patients in Salem and Grand Ronde with diet-related illness received weekly shares of fresh, healthy produce. Produce came from our Youth Farm and Osprey Farm in Willamina. The programs ran in partnerships with Lancaster Family Medicine and the Grand Ronde Health & Wellness Center.

3. **Federal and State Support Programs:** Maximize enrollment and use of federal and state support programs aimed at alleviating hunger and poverty.

**SNAP Outreach Plan Accepted:** Our annual SNAP Outreach Plan for FFY19 was accepted by Oregon DHS and is awaiting federal approval. We plan to continue to advertise SNAP services through all our printed material and produce bags, and focus on supporting Meals on Wheels to spread the word about SNAP to seniors.

4. **Individual Resiliency:** Increase individual's self-reliance by providing employment and leadership training and relevant nutrition education.

**Community Gardens General Update and new gardens:** This season we supported a network of 57 community gardens that served 765 families. 77 gardeners completed the Seed to Supper gardening education course.

**Community Gardens Best Practices manual:** The Community Garden program completed a Best Practices Manual for community garden coordinators, our key volunteers that keep the gardens humming along. The manual includes sections on garden coordination, community partnerships, finding garden resources.

**Youth Farm General Update:** This season, 14 young adults completed the summer intensive leadership development program. 31 young adults participated in the spring program, completing the Seed to Supper course and volunteering on the farm. The farm provided 15,100 lbs of produce for the Farm Share Rx program, food pantries, and other partners.

**Youth Farm Special Projects:** This year the Youth Farmers tried out several new successful projects. Our young farmers supported Salem-Keizer Education Foundation by renovating and maintaining 4 school gardens; they offered tastings at each of our Farm Share distributions; they taught a lesson for preschool students at the Gilbert House; and, they led more than 200 volunteers in farm work over the course of the season.

5. **Community-Led Solutions:** Engage local community members in designing, implementing and leading programs aimed at creating hunger-free communities.

**Grand Ronde Food Access Community Team:** The FACT in Grand Ronde planned their annual local food celebration, Mek Mek Mania, distributed a local area food guide and continued to engage the community in locally-led solutions to food insecurity.



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Date: September 18, 2018  
To: Marion-Polk Food Share Board of Directors  
From: Cheryl Young, Jim E. Green  
Re: Retirement Plan Updates

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The Finance and Administrative teams have been working with our Financial Advisor at Doneth & Sturdivant Wealth Advisors/Ameriprise to update our 403b and SEP Retirement Plans. Our current plans are outdated, lack clarity, and not set up in a way that encourages our employees to plan for retirement.

As we consider an update, the goals we are trying to achieve are:

1. Attract and retain good talent.
2. Ease of administration for Food Share and participants.
3. A plan that is economically affordable and flexible.
4. Employees are actively engaged in long-term investment/retirement savings.
5. The plan is fair to all employees.

Right now, we are not considering options that will increase our current financial liability, though an increase could come later depending on the options we choose. Ideally, any changes or new plans will be implemented on January 1, 2019.

While changes could require a Board vote later this year, right now our intent is to keep you informed and be available for any questions, ideas or concerns you may have.