



Marion-Polk Food Share
Board Packet
December 6, 2018

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Please note:

1. Oct 2018 Financial Reports are in separate packet to the Board.
2. Investment Policy and Gift Acceptance policy are included in Financial Report.



AGENDA

Board of Directors Meeting
Thursday, December 6

8:00 – 8:15	Breakfast	
8:15 – 8:20	Call to Order – Cheryl Wells Guest Introductions – Rick Gaupo	
8:20 – 8:25	Board Meeting Minutes approval – Cheryl Wells - Board Meeting Minutes, October 25, 2018	Action: Board Vote
8:25 – 8:35	Financial Update – Jim Green, Jim E. Green - October Financial Statements - Investment Policy - Gift Acceptance Policy	Action: Board Vote
8:35 – 8:40	Development Update – Julie Hambuchen	
8:40 – 9:10	Flow of Food – Ian Dixon-McDonald - Program update from Ian, Kendra, Lexi	
9:10 – 9:30	CEO Review Executive Session – Cheryl Wells	
9:30	Adjournment – Cheryl Wells	

Dates to Remember

December 13: Board Social

January 26, 9:00 AM – 1:00 PM Board Retreat (no January 24th Board meeting)

Marion-Polk Food Share
Board of Directors Meeting Minutes
October 25, 2018

Board Members Attending: Frances Alvarado, Alex Beamer, Warren Bednarz, Sarah DeSantis, Mike Garrison, Jim Green, Courtney Knox Busch, Linda Norris, Walter Smith, Cheryl Wells

Staff Members Attending: Kendra Alexander, Kendra Boren, Rob Crenshaw, Eileen DiCicco, Sayla Elsbree-Kraft, Ian Dixon-McDonald, Rick Gaupo, Jim E. Green, Julie Hambuchen, Corrina Hawkins, Robbin Kerner, Sarah Mitchell, Lexi Stickel, Cheryl Young

Call to Order

Cheryl Wells called the meeting to order at 8:15 a.m.

Guest Introductions

Rick Gaupo introduced Food Share staff and Logan Martin from Tailwind.

Consent Agenda

- Board Meeting Minutes, Sept. 27, 2018
- Bank Resolution – Heritage Grove Federal Credit Union

ACTION: Mike Garrison moved and **Jim Green** seconded adoption of the consent agenda items. The vote was unanimous.

Board Updates

Committee Updates: Executive, Finance and Governance committee assignments were presented. Cheryl Wells said everyone has a committee assignment.

Woodburn Board Member update: Mike Garrison and Frances Alvarado met last week with Gustavo Gutierrez-Gomez, Woodburn Community Relations Manager, after which he was invited to apply for the Food Share board. Mike noted there was a nice article about Gustavo in the Woodburn Independent.

Rick Gaupo said the board has a goal to get additional Woodburn members on the board. He mentioned that AWARE board member Mark Wilkes may be a possibility as well. Rick also reported that the Food Share expects to have a formal service agreement with the AWARE board by the end of next week to manage the pantry and its finances. Rick said we have already begun managing the pantry and have an amazing amount of work to do.

CEO Evaluation: Cheryl said the CEO evaluation would be on the next Executive Committee meeting agenda. She said all board members will receive a survey and she encouraged 100% participation, noting that last year participation was lacking.

Financial Update

Audit report update: Finance Committee Chair Jim Green said the FY18 audit will be submitted by first deadline. He praised Jim E. Green and his team for their work. Jim E. called out Mattie Jenkins, who is now on maternity leave, for special recognition in the audit preparation process. The audit is completed and the governance letter gives the Food Share a “clean, unqualified” rating.

FY18-19 2nd Quarter Revised Budget: The Finance Committee recommends adoption of the revised budget. **Finance Director Jim E. said** it is his pleasure of bring good financial news to the board again. Highlights were presented in the budget packet. The budget was characterized as conservative with an expectation of more good news next quarter.

ACTION: Mike Garrison moved and **Jim Green** seconded adoption of FY18-19 2nd Quarter Revised Budget. The vote was unanimous.

September Financial Statements: Jim E. Green summarized the good news in the September financials. He noted that donation revenue was 23% better than expected, the value of food donations as 24% better than projected, expenses were lower than expected and capital revenue was \$10K better than planned. Jim Green cautioned the board not to be misled by the \$700,000-plus surplus. It was largely from a build-up of inventory in Q1.

Board Profile

New Board Member Linda Norris presented a brief bio to the board. The former Salem City Manager is the mother of an adult daughter and son. She grew up on a rural farm in Swink, Colorado, and attended a K-12 school with 300 students including her graduating class of 23.

Her father’s family of eight siblings was dryland farmers, who grew up with poverty and hunger. Her family’s personal experience is a reason for her interest in the work that the Food Share does.

As a Salem city employee, Linda saw the needs in this community in many areas — poverty, diversity, homelessness. Over the years, she and the city collaborated closely with Marion-Polk Food Share — encouraging the Food Share to take over the Meals on Wheels program; supporting community garden development on city lands; and supporting the annual city employees’ food drive.

Her interests include reading, watercolor painting, urban sketching, rug hooking, and volunteering at Verona Studio Theater, Salem Rotary, and the Salem-Kawagoe, Japan Sister City program. In addition, she is an avid hiker — she hiked 600 miles across Spain this year and plans to hike 350 miles in Portugal next fall.

Development Update

VP of Development Julie Hambuchen gave several updates.

Board portal: passwords are much easier now. If any board member need help, just call her.

Chefs' Nite Out: Julie thanked Board members for supporting this event. She invited them to sign up to deliver thank you gifts to the restaurants and beverage purveyors, who donated their time, food and beverages. Warren Bednarz said delivering the gifts is a lot of fun. Julie noted the vendors really appreciate the thanks. We expect to net in the high-\$50,000s to low-\$60,000s. Rick Gaupo congratulated the Development team for changes made at CNO — guests liked the additional space and seating.

Thanksgiving notes: Board members received notes to complete and mail in first week of November.

Demographic survey: Julie asked Board members to complete a personalized demographic survey. A paper survey was distributed and an online survey will be available. Only grant funders that request this information will receive it. Having this information on file will simplify the collection process

Brand Development

Julie Hambuchen and Logan Martin from Tailwind Visual presented information about the branding project we are undertaking with Tailwind and Common Era Collective to help the Food Share address challenges in consistently communicating our mission to the public.

Logan said he has a heart for nonprofits and has assisted such groups as March of Dimes, Habitat for Humanity, Family Building Blocks and Isaac's Room. He said nonprofits like the Food Share, whose donor base is aging, are concerned about engaging millennials in their work. The branding project intends to move the Food Share's story forward in a consistent and compelling way that will reach millennials and others.

Logan expressed confidence that this process will be successful, in part because the people working at the Food Share are collectively passionate about the work they are doing. He said his team has spent time talking to people in the Salem about the Food Share. He said while people think well of the Food Share most do not really know what we do beyond distributing emergency food and some who are familiar with events like Chefs' Nite Out and Farm to Table do not know they are ours. Many also perceive us to be a small nonprofit. They do not realize how bold and strong we are. Our branding (how we present ourselves internally and externally) currently is not cohesive.

Several board members expressed concerns that the Food Share is perceived as a Salem/Keizer-centric organization, when our service area is much broader. Cheryl Wells suggested that Logan poll individuals outside of Salem to factor in their perceptions. Logan agreed to do that. He also assured the board that community partnerships and calls to action in a variety of ways will be central to the goal of moving the Food Share's brand forward.

Rick told the board that they will not see much until the end of this process, but he didn't want them to be caught off-guard. **Courtney Knox Busch** is the board's representative in the rebranding process.

Dates to Remember

November 16: Empty Bowls reception

December 13: Board Social

January 26: Board Retreat, 9 a.m. to 1 pm. (no January 24th Board meeting)

Adjournment

Cheryl Wells adjourned the meeting at 9:35 a.m.

Next board meeting is December. 6, 2018; 8-9:30 a.m.

Warren Bednarz
Board Secretary

DRAFT



Finance Report for the Board

Four months ended October 31, 2018

Liquidity	\$0.9 million in cash and \$2.0 million in investments	<input checked="" type="checkbox"/>
Operating surplus	\$204 thousand better than planned \$65 thousand surplus	<input checked="" type="checkbox"/>
Donation revenue	\$149 thousand (12%) better than plan	<input checked="" type="checkbox"/>
Donated food	19% better than plan	<input checked="" type="checkbox"/>
Other program revenue	1% better than plan	<input checked="" type="checkbox"/>
Expenses	\$41 thousand (3%) better than plan	<input checked="" type="checkbox"/>
Capital revenue	on plan	<input checked="" type="checkbox"/>
Capital expenditures	spending to date is 40% of plan	<input checked="" type="checkbox"/>



Date: November 29, 2018

To: Marion-Polk Food Share Board of Directors

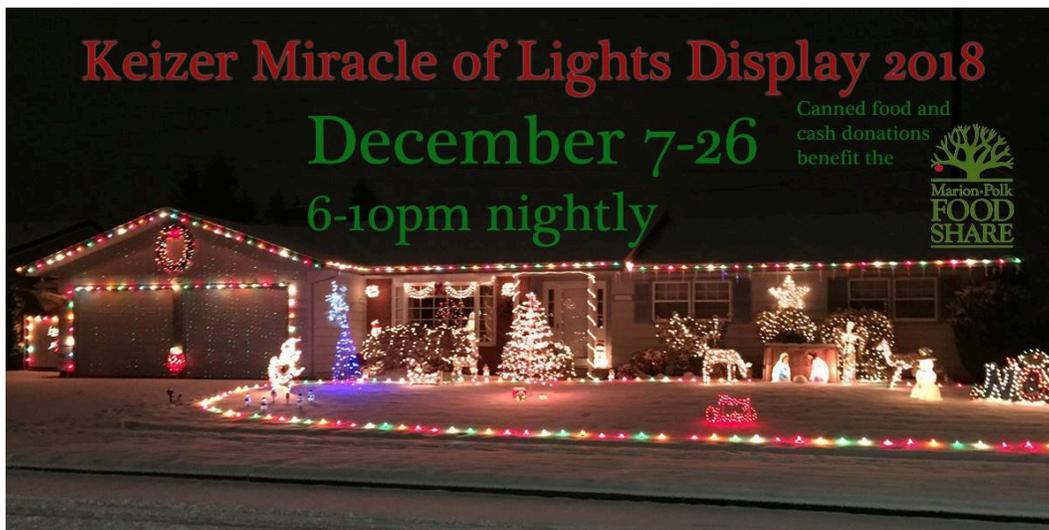
From: Julie Hambuchen

Re: Development news

Chefs' Nite Out

Thank you to all Board members who signed up to deliver holiday gifts to Chefs' Nite Out restaurants and wineries. The gifts will be ready for you to pick up at the Board meeting, to deliver any time before Christmas. We know that owners and managers really appreciate this gesture, and we hope you enjoy the making the deliveries.

Holiday Events



Vote for the
Food Share's
Christmas tree
at Salem Center:
**Text Give6 to
444-222**



Safeway Turkey and Santa Bucks



Board Committee Updates December 2018 Board Meeting

Executive Committee

The Executive Committee met on Thursday, November 29 and discussed the following:

- Reviewed Rick's staff/board evaluation
- Reviewed the Severance Policy
- These will be discussed at the Board Meeting Executive Session

Governance Committee

The Governance Committee met on Wednesday, November 14 and discussed the following:

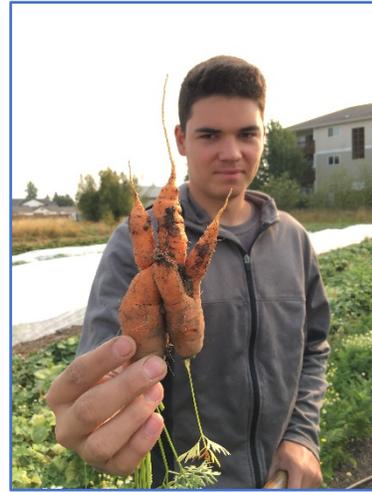
- Rick will work with Mike Garrison to follow up with Chris Mercier about his interest in serving as a Board member. He is the Vice-Chair of the Tribal Council (Confederated Tribes of Grand Ronde)
- Susannah Morgan (CEO of OFB) will present the annual State of Hunger address in September and the Board will be informed in September about Marion and Polk Counties.
- Planning ahead for Board meetings and retreats.

Finance Committee

The Finance Committee met on Thursday, November 29 and discussed the following:

- Reviewed the favorable financial results for the four months ended October 31, 2018
- Reviewed and recommends to the Board a revised gift policy prepared by management
- Reviewed and recommends to the Board a revised investment policy prepared by management

Marion-Polk Food Share Youth Farm Annual Report 2018



For the sixth year running, in 2018 the MPFS Youth Farm provided youth from across Salem valuable work experience and service leadership opportunities by engaging them in growing food for their neighbors. This year at the Youth Farm, we were proud to offer increased gardening education for teens, to expand our prescription vegetable program, and to grow more fruits and vegetables than in any previous year. With the support of our programmatic partners, we also made a concerted effort to engage more community members through educational workshops and volunteer opportunities.

Youth Programming

The Youth Farm is a place where young people can learn how to grow food, serve their community, and develop their future leadership potential. For the first time this year, all of our youth program participants were offered a free beginning gardening course and a small garden plot of their own on the farm to increase their baseline gardening knowledge. This change to our program gave youth a clearer entryway into the Youth Farm and improved the horticultural knowledge of our team.

For a second year, we utilized a modified “empowerment survey” to measure the relative increase in leadership skills over the course of the season for each individual youth farmer. This survey measures a teenager’s confidence and capacity to organize their peers, to lead volunteers, and to lead a project for community improvement. This year we saw an average 12% increase in empowerment across all

measured dimensions. The most dramatic improvements were in Youth Farmers’ confidence and experience in leading peers in a common project.

This year we also introduced a new evaluation tool to track the growth of our participants’ soft skills and workplace readiness. This weekly checklist offered direct feedback to our farm crewmembers regarding their strengths and areas for growth. Scores below 4/10 indicated a participant lacked the basic skills needed to hold a job, while scores above 6/10 indicated a participant would receive a positive recommendation for future employment. At the beginning of the summer, 7 out of 14 Youth Farmers scored at or below 6, but by the end of the summer 11 out of 14 had earned an average score well above 6.

2018 Youth Program Stats				
Youth participants	Seed to Supper graduates	Summer crew members	Participants workplace ready	Empowerment increase
31	23	14	11	12%

For the coming year, we anticipate growing our summer farm crew to 18 members, as well as to offering additional gardening education in the winter for interested youth.

Farm Share Rx

Our prescription vegetable program, Farm Share Rx, doubled in size in its second year. A strong partnership with Lancaster Family Health Center enabled us to provide a family-sized share of fresh produce weekly to households experiencing food insecurity and diet-related disease. As in the pilot year, participants often found it difficult to commit to the full 14-week program, but based on an enrollment of 33 households, average attendance was up this year to 75%. 92% of Farm Share Rx participants reported that they felt their health had improved over the course of the program.



Youth Farmers once again provided cooking and storage tips at distributions, as well as weekly tastings and recipes. With a smaller youth crew this year, the Youth Farmers generally demonstrated a better understanding of the meaning of this program and were more enthusiastic about helping out with distributions and tastings.

2018 Farm Share Rx Stats				
Shares offered to clinic	Actual household enrollment	Average attendance	Individuals served	Individuals reporting improved health
40	33	75%	230	92%

Next year, we plan to grow the program to offer 50 shares, as well as to add an additional clinic partner an additional distribution site in order to boost participation rates and to attain full enrollment.



Farm Production

By weight, the Youth Farm yielded more produce than in any year to date, with a total of more than 18,000 pounds harvested and distributed to members of our community. The two primary limitations to increased production on this site continue to be soil acidity and drainage. While we have nearly corrected the soil pH, improved drainage will require significant investment. In return, and investment in drainage would enable year round production on the farm.

We look forward in the coming year to altering our production plan to grow a smaller number of crops (20-25) in greater abundance. We also are planning for the installation of a USDA-funded high tunnel to extend the growing season on some high value crops.

3-year annual Youth Farm production by weight		
2016	2017	2018
17,047 lbs	14,578 lbs	18,931 lbs

Community Engagement

In partnership with the MPFS Community Gardens program, OSU Extension, and Chemeketa Community College, the Youth Farm offered significantly more community engagement opportunities this year. We hosted workshops and field trips on topics as varied as soil science and strawberry propagation to shopping on a budget and pickling green beans. In keeping with years past, we also offered regular

volunteer opportunities for community groups, businesses, and school classes. Our volunteer engagement continues to rise year by year.

Community Engagement Stats		
Workshop and event participants	Volunteers	Volunteer hours
566	357	1786

For the 2019 season, we look forward to an expanded partnership with the community garden program that will bring quarterly gardening workshops to the Youth Farm. Additionally, we plan to expand our public volunteer opportunities and to offer a public harvest festival for a second year.

Marion-Polk Food Share

Community Gardens and Community Education

Annual Report 2018

Community Gardens



The 2018 season was not only productive in terms of healthy, quality foods, and learning opportunities for gardeners, but also, it was a strong year for solidifying our mission and vision for the gardens program. The program took on a new Garden and Education Program Coordinator, who was able to identify the needs in our gardens and update our garden records. There was a drop in number of gardens that our network serves (due to more diligent check-ins with gardens that turned out to be inactive), multiple new garden coordinators, and a very fresh and exciting attitude towards the whole garden program, which are only the results of this well-needed update.

New Community Gardens in the Food Share Network

Once the foundation of gardens was established, we shifted our focus to what to do next to best support the great garden network that we have. We were able to introduce three, brand-new gardens (one in Independence, and two in Salem), all with very diverse and unique focuses.

The **Independence Polk County CSC Youth & Community Garden** is a project facilitated by Polk County Community Services Consortium and funded by a generous grant from Salem Health. This garden now boasts 25 ADA accessible raised bed gardens right in a hub of activity next to the Henry Hill Building, the YMCA, and Head Start programs.

Fairhaven Gardens opened with a very exciting welcome from Governor Kate Brown, at the residence of Fairhaven Apartments in NE Salem. This garden not only offers rentable raised beds, but also fruit trees and bushes that will feed and inspire residents for years to come.

Garden by the Park is a small and very purposeful garden. The SE Salem location serves many homeless individuals who live in the surrounding area; it provides weekly hot meals, a food pantry, clothing and supply pantry, and now the addition of gardens has given many local residents purpose and direction in growing and producing food for themselves and their communities. With only three raised garden beds, this garden has inspired and engaged many individuals in the surrounding area.

Garden Coordinator Education

Education has become a focus in our community gardens, not only to introduce more community members to the joy of gardening and sustainability of growing food, but to also engage and increase success of many returning and veteran gardeners. A schedule has been set to connect local experts, including Marion County Master Gardeners, with community garden gardeners to share valuable information about pertinent topics that align with the season’s needs. Topics include winterizing garden plots, starting from seeds, pollination, composting, soil amendments, and more.

In order to offer more support and a foundation of education to our gardens and community garden coordinators, we compiled necessary resources and support into a 64-page Community Garden Coordinator Handbook. This handbook will be distributed to all garden coordinators, and will act as a resource throughout the years when coordinators identify particular needs within their gardens or with their gardeners.

To expand that education and support beyond just our Community Garden Coordinators, we also updated our website to include a page of linked-resources from OSU Extension and other reputable sources. This helps gardeners search and find specific topical information about gardening, and also provides a resource to gardeners who are not yet associated with our network of community gardens.



Garden Grants

In 2018, our goals became centered around solidifying our garden network organization and streamlining our support methods. In order to track where our funding was allocated, and gaining essential buy-in from gardens, we put a grant application in place for gardens to request funding for very specific, planned projects. Through this process, we were able to financially support gardens with the purchase of essential gardening tools, sheds, re-build projects, and more.

Service Numbers

As we round out the 13th season, the community gardens network has continued to serve as a vital source of fresh, nutritious produce for thousands of community members. By offering food insecure community members access to a soil, tools, seeds, starts, water, and other gardening resources, a community garden provides a household with reliable access to fresh, nutritionally dense produce that suits each family’s diet and food preferences.

	2014	2015	2016	2017	2018
Number of gardens (Priority 1/Priority 2)	50	68	68 34/34	68 40/28	58 38/20
Number of households renting plots	978*	1216*	857	769	775
Number of individuals accessing produce through shelter or school gardens	<i>Not tracked</i>	<i>Not tracked</i>	960	957	505
Percentage of households low-income (Priority 1/Priority 2)	66% est.	66% est.	63% 74%/22%	74% 86%/61%	62% 78%/54%
Growing space available	<i>Not tracked</i>	<i>Not tracked</i>	5.79 acres	4.89 acres	3.73 acres

**In 2014 and 2015, this category included several shelters that serve temporary residents only. These gardeners have been reclassified into the category below, “Number of Individuals Accessing Produce through Shelter or School Gardens.”*

Community Education: Seed to Supper



Seed to Supper is an introductory gardening course designed to help low-income individuals learn how to grow a portion of their own food. 2018 was the Marion-Polk Food Share's fourth year of conducting a series of Seed to Supper classes in the two-county area, and the program continues to increase in popularity with gardeners and local entities hoping to host the class. These classes offer an important avenue for new or inexperienced gardeners to gain the information and confidence they need to begin growing food for themselves. Enrollment in the classes is prioritized for low-income community members, and outreach this year took place through the Food Share Partner Agency network and through our website.

	2015	2016	2017	2018
Seed to Supper Sites	4 host sites	10 host sites	10 host sites	6 host sites
Participants	42 participants	110 participants	140 participants	119 participants
Graduates	40 graduates	80 graduates	105 graduates	91 graduates
Vol. Instructors	12 instructors	31 instructors	27 instructors	14 instructors

Our number of host sites (and in conjunction, courses) was reduced in 2018 primarily because the program was no longer supported by the generous help of AmeriCorps Service Members. The program is now enveloped into the position of Garden and Education Program Coordinator, and we expect the numbers to gradually return to an average of 10 host sites.

In 2019, we will be increasing our course offerings to 8, and we are focusing on many rural areas of our two-county scope. We will continue the organized, and focused logistical preparations that improved the program in 2018, and hope to bring in more in-depth connection with local resource groups like master preservers.

Community Education: Cooking Matters



Cooking Matters is an introductory course focused on offering tips on how to shop smart, choose nutritionally dense foods, try new healthy ingredients, and how to incorporate those foods into a family meal plan.

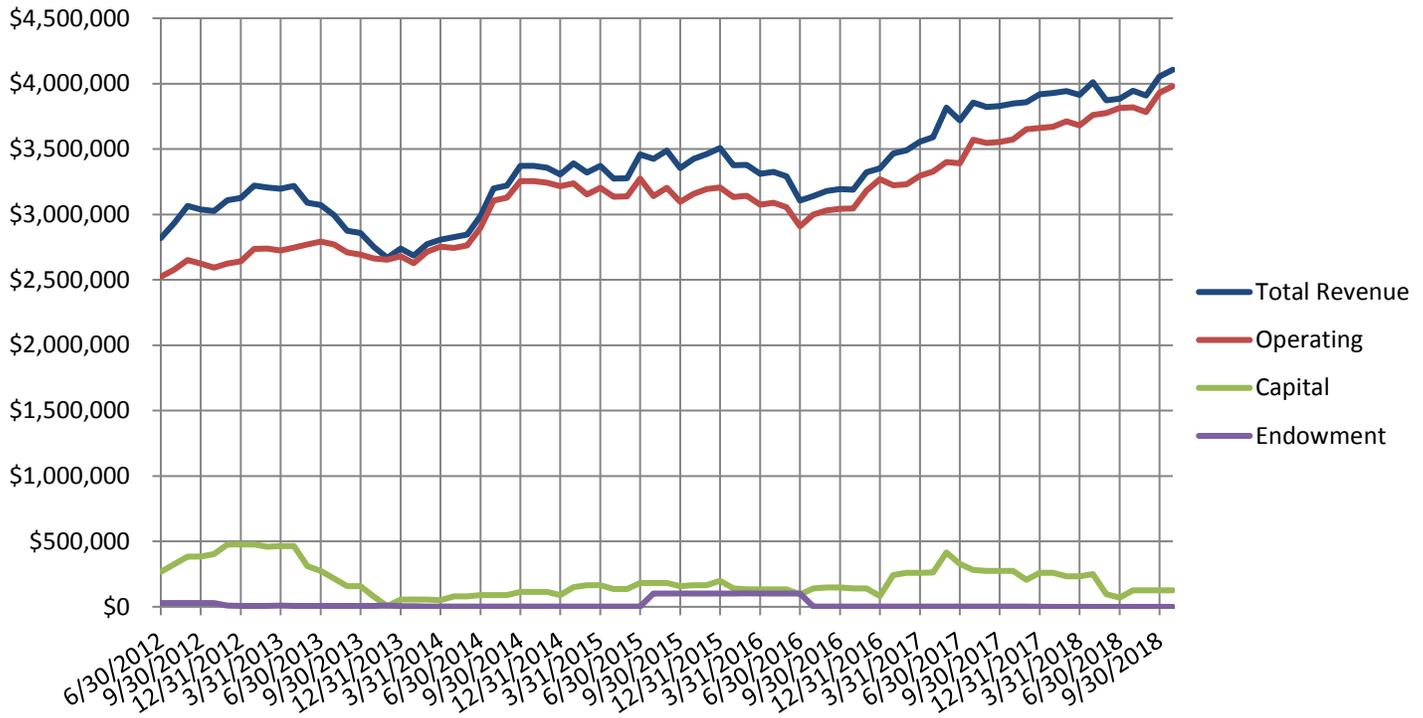
In 2018, we focused our efforts on engaging volunteers and providing thorough training so that volunteers felt comfortable leading Cooking Matters at the Store Tours. We increased our volunteer pool from 2 to 10, and so far this year, we have been able to offer 5 tours and have a 6th scheduled in November. At these tours, participants engage in conversation and facilitated dialogue about their choices while shopping for their families. This year, we were also able to offer one of these tours at the Salem Saturday Market, with new curriculum developed by Oregon Food Bank. This tour focused on fresh fruits and vegetables, and how to identify low prices and the best nutrition for the value of the products, while also offering a unique opportunity for participants to engage with local farmers and producers.

The 6 week Cooking Matters full course was offered in 2018 by the Woodburn Pediatric Clinic. Families with children participated in two 6 week courses under the facilitation of one facilitator. Again, along with Cooking Matters at the Store Tour volunteers, we have been gathering interest from local groups to train and establish more facilitators to be able to increase our course offerings.

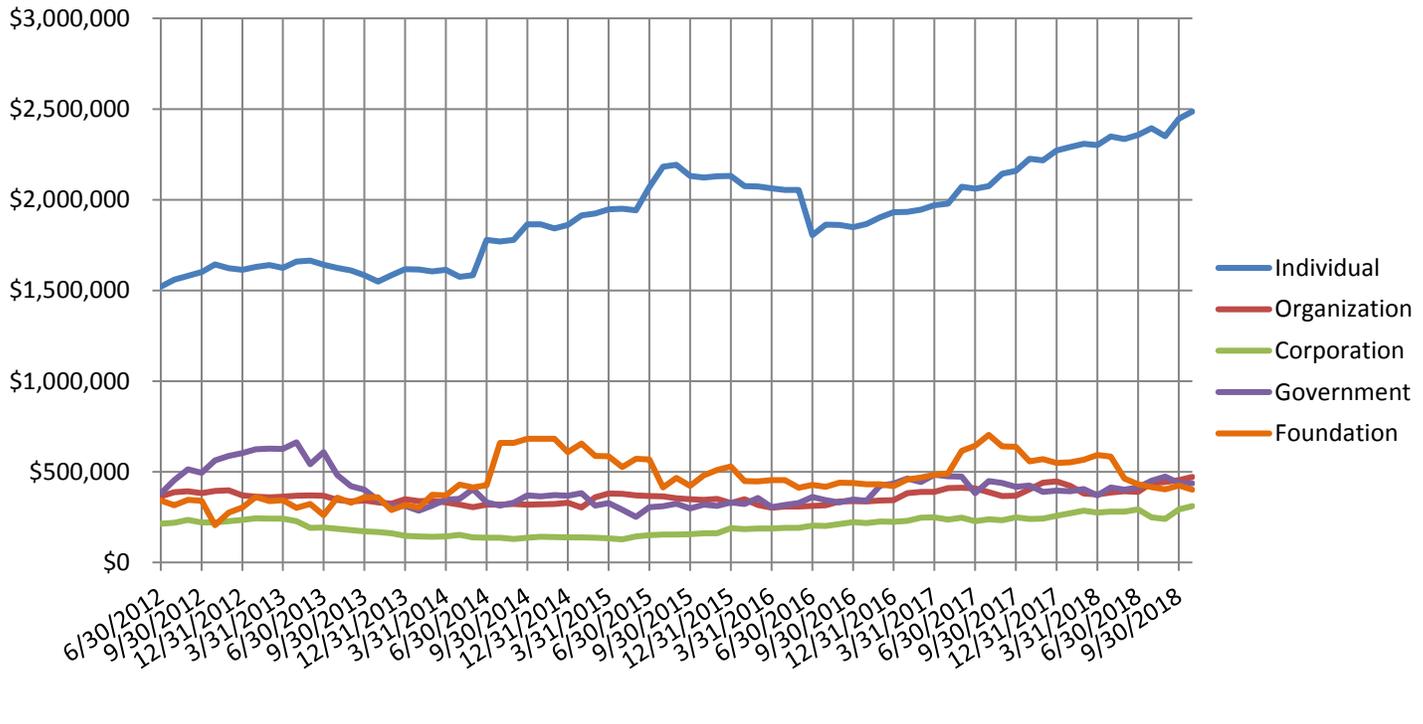
	2015	2016	2017	2018
Cooking Matters full courses	--	--	--	2 6-week courses
Cooking Matters participants	--	--	--	44 participants*
Cooking Matters graduates	--	--	--	26 graduates*
Volunteer Facilitators	2 facilitators	2 facilitators	2 facilitators	10 facilitators
Cooking Matters at the Store tours	2 store tours	8 store tours	9 store tours	6 store tours
Tour participants	7 tour participants	88 participants	52 participants	21 participants

**although we only held two 6 week course, participant and graduate numbers include families and children who participated.*

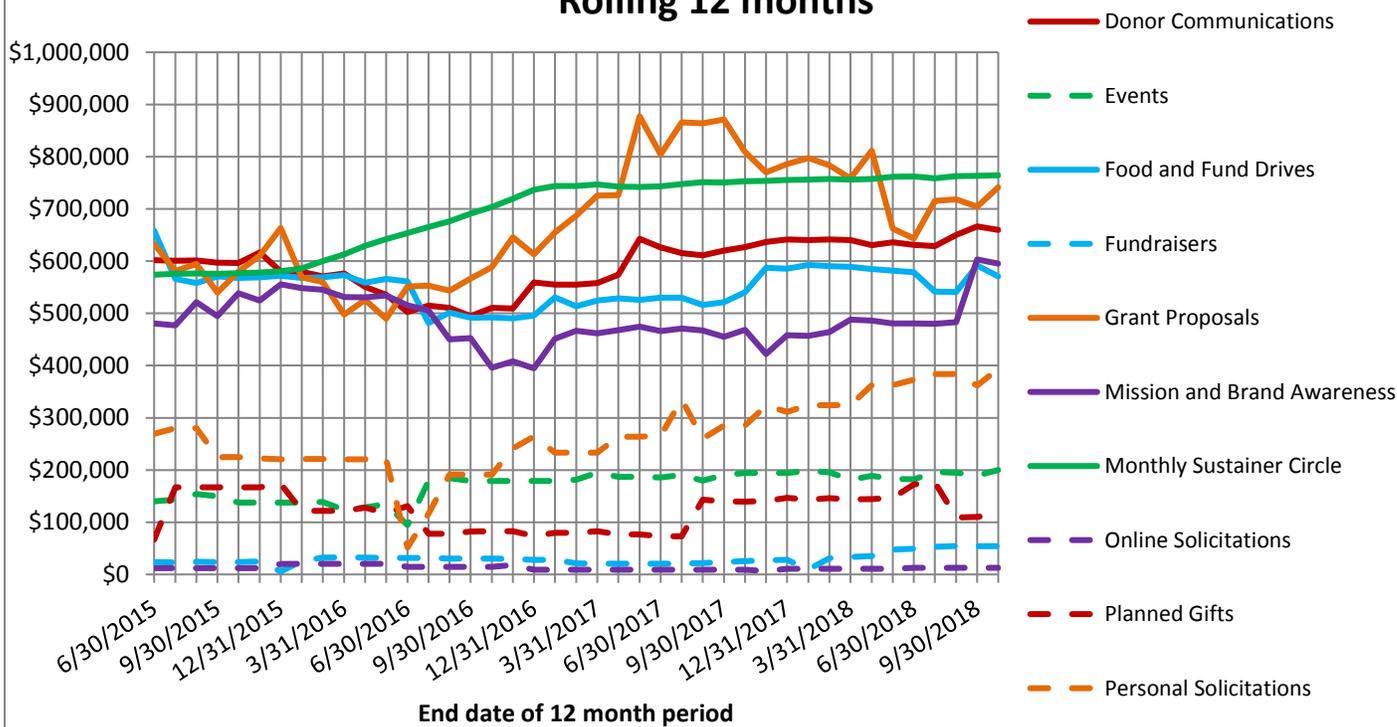
Total Giving by Fund Type Rolling 12 Months



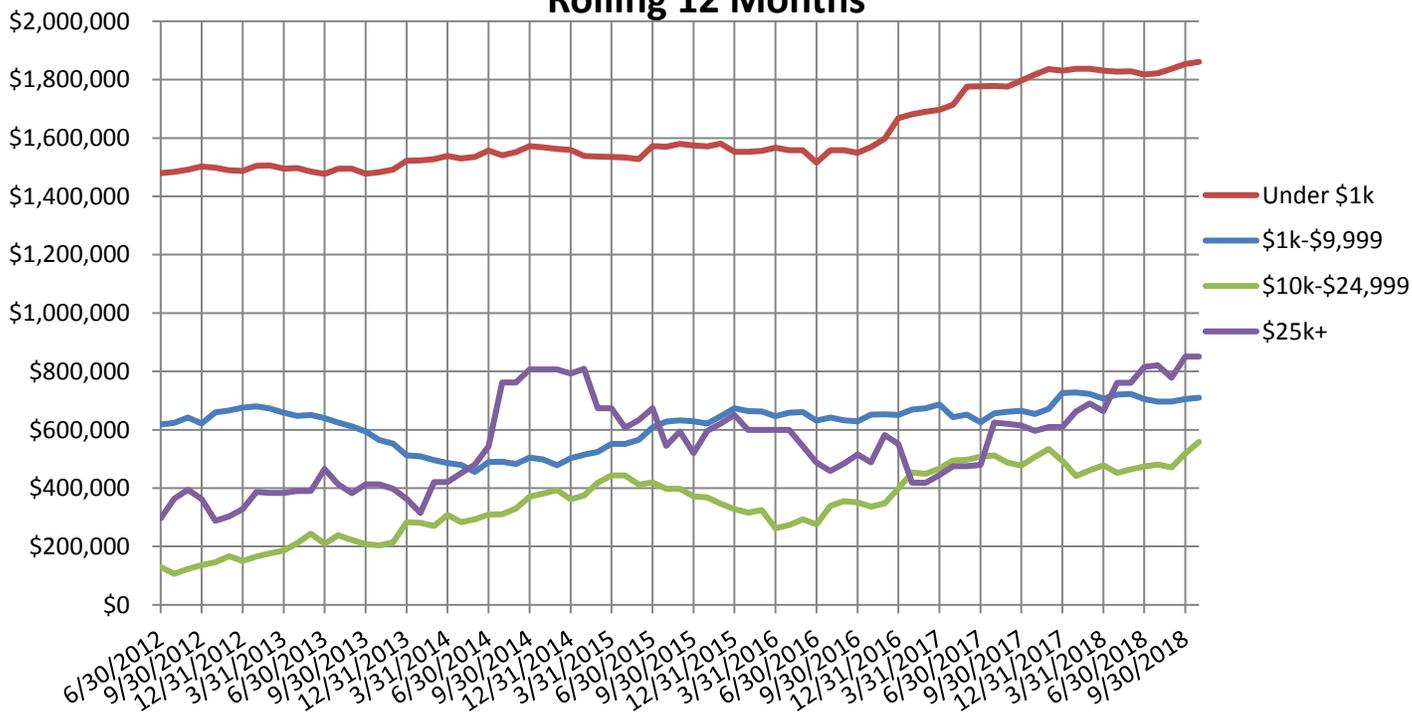
Total Giving by Constituent Type Rolling 12 Months



Total Giving by Activity Rolling 12 months



Operating Gifts by Gift Size Rolling 12 Months



Number of Donors Rolling 12 Months

