

## Board Packet

September 26, 2019

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\* Please note these documents are in a separate packet to the Board.

# Agenda

Board of Directors Meeting  
September 26, 2019

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8:00 – 8:15	Arrival/Breakfast
8:15 – 8:20	Gather and Call to Order – <b>Courtney Knox Busch</b> Guest Introductions – <b>Rick Gaupo</b>
8:20 – 8:30	Board Spotlight – <b>Sarah DeSantis</b>
8:30 – 8:35	<b>Consent Agenda</b> – <b>Courtney Knox Busch</b> <ul style="list-style-type: none"> <li>- Board Meeting Minutes, July</li> <li>- Financial Statements</li> <li>- New pantry – Chemeketa</li> </ul>
8:35 – 8:40	<b>New Board Members</b> <ul style="list-style-type: none"> <li>- Mark Wilk</li> <li>- Deborah Sailler</li> </ul>
8:40 – 8:45	<b>Development Update</b> – <b>Julie Hambuchen</b>
8:45 – 8:50	<b>Repurposing of the Repack Room</b> – <b>Kendra Alexander</b>
8:50 – 9:30	<b>FY19 in Review</b> – <b>Ian/Jim</b> <ul style="list-style-type: none"> <li>- Finance Review</li> <li>- Program Review</li> <li>- Video</li> </ul>
9:30	<b>Adjournment</b> – Courtney Knox Busch

**Dates to Remember**

September 28

Youth Farm Harvest Fest

October 13

Chef's Night Out

October 24

Board Meeting

December 5

Board Meeting

Action:  
Board Vote

Action:  
Board Vote

**Marion-Polk Food Share  
Board of Directors Meeting Minutes  
July 11, 2019**

**Board Members Attending:** Frances Alvarado, Warren Bednarz, Alex Beamer, John Burt, Sarah DeSantis, Mike Garrison, Jim Green, Courtney Knox Busch, Chris Mercier, Linda Norris, Walter Smith, Bahaa Wanly, Cheryl Wells

**Staff Members Attending:** Kendra Alexander, Caitlin Calip, Alicia Clark, Eileen DiCicco, Ian Dixon-McDonald, Rick Gaupo, Jim Green, Julie Hambuchen, Corrina Hawkins, Sheri Jones, Robbin Kerner, Lexi Stickel

**Call to Order**

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

**Guest Introductions**

Rick Gaupo had Agency Relations Coordinator Caitlin Calip introduce herself.

**Board Meeting Consent Agenda**

- Board Meeting Minutes, May 23, 2019
- May 2019 Financial Statements
- Straumfjord Trust Board Resolution — MPFS one of 3 beneficiaries, expect about \$80,000

**ACTION:** Jim Green moved and Warren Bednarz seconded approval of items on the consent agenda. The motion received unanimous approval.

**Brief AWARE Update:** Rick said that he, Alex Beamr, Frances Alvarado and Sarah DeSantis met with the AWARE board. At that meeting, Alex, Frances & Sarah were elected to the AWARE board and current members resigned except for Mark Wilkes. With this action, the Food Share now manages and controls all of AWARE programs and financial resources (about \$40K cash, which will be dedicated to the AWARE program). Lexi Stickel and Ian Dixon-McDonald were praised for their efforts during the management contract year that built AWARE board trust in the Food Share. Frances said the meeting was positive and the transition will be good.

**Board Election**

Governance Committee Chair Mike Garrison presented the following recommendations:

- Re-election of board members Alex Beamer, Jim Green, Warren Bednarz, Walter Smith, each for 3-year terms; and Julie Huckestein, for one year.
- Election of Holly Nelson, Chemeketa Dean of Regional Education & Academic Development, as a new board member beginning in September.

- Officers: Chair Courtney Knox Busch, Administrative Vice Chair Bahaa Wanly, Secretary Warren Bednarz and Treasurer Jim Green
- Appointed Committee Chairs: Executive Committee, Courtney Knox Busch; Finance Committee, Jim Green; Governance Committee, Mike Garrison

**ACTION:** Warren Bednarz moved and John Burt seconded acceptance of the Governance Committee's recommendations. Approval was unanimous.

### **Annual Plan**

VP of Programs Ian Dixon-McDonald presented highlights of the 2019–20 Programs Plan.

He highlighted the following three programs:

**Emergency Food Distribution** – The Food Share is receiving and distributing more food than ever before and expects FY20 to be a bit higher than FY19's approximate 9 million pounds. Key food sources will be:

- USDA commodities that are expected to increase from last year's 22% portion of the emergency food supply. This is typically welcomed tariff mitigation foods that present some client acceptability challenges for products like pinto beans, lentils and split peas.
- Retail donations that we expect will account for about 40% of our food. We're nearing saturation for retail participation. These donations are largely fresh foods that require refrigeration, volunteers/staff to sort product, and agency capacity and procedures to quickly move the product.
- Farm donations from Salem Harvest and area farmers.

Due to the increase in perishable product, we and our partner agencies need to consider refrigeration, improved distribution methods, and staff/volunteer capacity to sort produce.

**AWARE Food Bank** — This will continue to be our big project outside of our traditional core work. The Food Share will continue to improve this food bank and increase community connections in Woodburn. We are seeking to ensure high quality service, provide more volunteer training and recruitment, increase the number of bilingual volunteers, convert to a shopping-style distribution method, explore mobile pantry distributions, and build a community advisory team to guide and direct services.

**Meals On Wheels** — Service numbers are exponentially higher than in the past; and we don't see that changing. For FY20 we project 160,000 home-delivered and community meals. 500 home-delivered meals per day drive that number. Revenue from government reimbursement and private pay are flat. Demand for financial aid is the fastest growing part of the population. Kitchen production capacity is a challenge; we're looking at swing shifts for now, but 4 to 5 years down the road we need to be looking at a different model. This year, we will look to increase the volunteer driver pool, which currently cannot keep up with demand, requiring staff to fill in to deliver meals.

**Discussion:** Bahaa Wanly asked why when food insecurity rates are going down is our distribution going up. Ian explained that the number of individuals served has not noticeably changed and we do not turn away food donations. He also said that Feeding America's Map the Meal Gap food insecurity rates and food poundage gap (7–8 million pounds of food for our

region) are derived from a complex calculation. The poundage gap is not intended as a distribution target. People at the bottom aren't seeing the economic recovery. Rick pointed out that food assistance allows people to stay in their homes by freeing up existing financial resources to pay for housing, utilities, etc.

Cheryl Wells asked what we are specifically doing for children. Ian said we have a modified spring break program where we provide food boxes to children in rural areas, and we want to look at this model more. He noted that food insecurity for children has remained flat and is not declining.

Bahaa noted that Salem Health is planning for a 3% growth rate in Medicare patients. He sees the need to sustain MOW. Rick acknowledged this will be a big Board and staff discussion.

Rick also noted that our facilities are restraining our activities and said Julie Hambuchen is looking into a capital campaign in about three years to address such things as parking, office space, the MOW kitchen, and the AWARE building.

### **Development Report**

Julie Hambuchen gave a brief report that highlighted the upcoming Farm to Table event; the Aug. 1 brand launch, and pre-launch announcement to sustainers and major donors at the end of July; and early (cash basis) revenue for FY19, which was \$4.3 million, \$450K over last year including capital. She credited a generous community, the Board, the whole Food Share organization, and Rick's engagement with donors for the results.

### **FY 2019-20 Budget**

Board Treasurer Jim Green and Food Share Director of Finance Jim E. Green presented the FY2019-20 budget as recommended by management and the Board Finance Committee.

The operating budget includes \$5.25M in expenses (including \$211K in investments to fuel the donation engine in the future) and \$5.1M in revenue. The deficit would be covered by reserves that currently exceed \$2.2M, if needed.

Several board members (Bahaa Wanly, Warren Bednarz, Linda Norris, Cheryl Wells) expressed their discomfort about adopting a deficit budget and expressed their desire that the Board adopt a "no deficit" approach to budgeting in the future.

Courtney Knox Busch reminded the board that the budget is reviewed quarterly so that adjustments may be made along the way when necessary. Rick echoed that the budget reflects our best guess and we are keeping our eyes wide open.

Bahaa suggested the Board come up with a philosophy on how reserves should be spent — emergencies, bad economic year, strategic investment.

**ACTION:** Warren Bednarz moved and Bahaa Wanly seconded approval of the FY2019-20 budget. The motion received unanimous approval.

### **Cheryl's last meeting**

Rick noted this is Cheryl Wells' last board meeting as she has moved to Tucson, AZ. He presented her with a Food Share memory book as a token of appreciation. Cheryl said she will be calling in for the September meeting for the leadership transition to Courtney. She said she

has enjoyed her experience with the Food Share and will continue to be a donor. She received a round of applause for her service.

**Executive Session**

The board met in executive session to review Rick Gaupo's salary for FY20 and a CEO Severance Package Policy to guide future succession planning.

**ACTION:** Courtney moved a motion to accept the FY20 salary recommendation and succession planning policy. Acceptance was unanimous.

**Adjournment**

Cheryl Wells adjourned the meeting at 9:32 a.m.

**Dates to Remember**

**July 13:** Farm to Table, Willamette Heritage Center, 6-9 p.m. (Kendra Alexander is the featured speaker)

**July 26:** Youth Farm Lunch (see Sheri Jones)

**NOTE CHANGE OF DATE — August 8:** Summer Board Social (John Burt hosting)

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*Warren Bednarz*

Board Secretary

Date: September 26, 2019  
To: Marion Polk Food Share Board of Directors  
From: Lexi Stickel, Megan Rivera, Josh Anderson  
Re: New Agency Partner – Chemeketa Community College Foundation

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

**Agency Name:** Chemeketa Community College Foundation

**Location:** 4000 Lancaster Dr. NE

**Type of Service:** Daily Food Pantry

**Date and Time of Service:** Monday – Thursday 8am-7pm, Friday 8am-5pm, Saturday 9am-4pm

**Number of Person Served:** 500-600 individuals/month

**Agency Type:** Non-Emergency Pantry, 2C

Chemeketa Community College Foundation has been providing food to students and their families for over 8 years, and partnered with Marion Polk Food Share in 2016 to distribute bread and produce. They have applied to become a 2C Non-Emergency pantry. This would provide them with access to more food, such as shelf stable items, cooler items, meat, and milk. Minority enrollment is 60% of the student body (majority Hispanic), which is 34% higher than the state average. In the last fiscal year they provided food to 6,621 individuals, including 2,472 children.

Food Share staff are very excited to have Chemeketa join our pantry network in a new way, and fully support this application.

# **Board Member Application Form**

Thank you for your interest in the Marion Polk Food Share 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 organize you into the committee that most closely matches your skills and interests.

Please read the enclosed materials, fill out this application and return it to:

Marion Polk Food Share  
1660 Industrial Drive NE  
Salem, OR 97301

If you have any questions, you can call Board Chair Courtney Knox-Busch (503-507-0157) or President and CEO Rick Gaupo (503-581-3855). We will review your application and get back to you soon.

**Name:**

**Phone #:**

**Address:**

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

**Your current/prior organizational affiliations (names of organizations and your role(s)):**

- 1
- 2
- 3
- 4

**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.**

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

Marion Co. Rural Nonprofit	Polk Co. Rural Nonprofit	Other Nonprofit Member Agency
Mfs Volunteer	Food Industry	Business
Religious Institution	Public Organization	Community At Large
Other		

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

Board Development	Financial Management	Training
Strategic Planning	Fundraising	Marketing
Staffing/HR	Evaluation	Volunteer Management
Program Development	Community Networking	Facilities Management

**Other skills you would like to utilize:**

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

If you join the Board, you agree that you can provide at least 2-4 hours a month in attendance to the Board and committee meetings, and that you do not have any conflict of interest in participating on the Board.

**Your signature:**

**Date:**

If you are not selected as a member of the Board, or if you decide not to join, would you like to be a volunteer to assist our organization in various ways that match your skills and interests?

Yes

No

Perhaps

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Yes

No

Perhaps

Date: September 19, 2019  
To: Food Share Board of Directors  
From: Julie Hambuchen  
Re: Development Update

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## Farm to Table Results

Thank you to all Board members who attended Farm to Table. Overall, the community gave \$171,939 including a generous match from the Midland Foundation. Net revenue totaled \$135,807. With a guest count of 190, the evening was a great success.

## Chefs' Night Out on October 13

Mark your calendars for Sunday, October 13, and please join us for a one-of-a-kind event celebrating the Mid-Valley's best food and drinks. Tickets are on sale at the front desk and on the Food Share's website.

## FY18-19 Results

Donation revenue to operating increased by 7% over last year, totaling \$4,155,333. Including capital and endowment, donations totaled \$4,380,152. In addition, we advanced several key projects:

### Major Donor Strategy

- Completed the \$100,000 Brenden Foundation Leadership Donor Match. 34 donors increased their giving to levels ranging from \$1,000 - \$10,000.
- Made significant strategic improvements to major donor portfolio assignments for two Major Gift Officers, Director of Major Gifts, VP of Development, and CEO.
- Developed individualized outreach plans for 30 top donors.

### Marketing Strategy

- Selected and onboarded a marketing agency to improve our overall marketing strategy.
- Finalized the new logo and brand for launch on August 1, 2019.

## FY18-19 Results (continued)

### Grant Coordination

- Improved cross-team communication about grant proposals, spending plans and reporting requirements.
- Piloted new grant tracking software and new internal reports.
- Developed a calendar of grant opportunities for Fy18-19, and worked with all departments to match those opportunities to the Food Share's priorities and funding needs.
- Developed and fulfilled a funding plan for warehouse improvements, including a replacement freezer, forklift, and new fire and security alarms, among other upgrades.

## **SBAR: Repack Room**

September 2019

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**Situation:**

- The Repack Room is not being used as intended and could be well utilized with adjustments.

**Background:**

- The Repack Room was built in 2011 for a cost of \$429,485. The primary funder was the City of Salem/Community Development Block Grant, with additional support from Kaiser Permanente, Physician's Choice and Marion Polk Food Share.
- The intent behind the project was to automate and increase efficiency of repacking food products in the Food Share warehouse.
- The Repack Room is temperature controlled.
- Equipment in the Repack Room breaks down often and is very expensive to maintain.
- We do not have adequate staffing to maintain the equipment. We do not find it to be a good use of Food Share dollars to hire staff for maintaining repack equipment.
- We have tried to support maintenance of the repack equipment with volunteer support. However, the equipment is sophisticated and this proved not to be a good volunteer role and volunteers did not stay long enough to support the project.
- The equipment in the Repack Room is not actually the right equipment for the initial planned uses, thus causing frequent product flow interruption, failure in consistent packaging and more frequent break down of equipment.
- The equipment orientation prevents efficient processing and is not ergonomically safe for staff and volunteers.
- The cost of the bags for the line is expensive and there is a need for multiple sizes of bags to accommodate a variety of products which would increase the cost significantly.
- Automated repacking takes meaningful work away from volunteers. We have a very generous community of volunteers that enjoy repacking food products.
- Having a temperature controlled room for *manual* repackaging would be an asset to the Food Share's operations.
- In the future, food safety regulations may require us to repackage in an enclosed environment.

- A City of Salem staff person, who oversees CDBG-funded projects, does not have any concerns about us removing the repackaging equipment from the repack room and disposing of/selling the assets we no longer want.

**Assessment:**

- The current set up of the Repack Room is not meeting the Food Share's needs.
- The Repack Room would be useful to the Food Share without the equipment, as space for temperature controlled manual repackaging of fresh and frozen product.
- Lack of action will lead to continued missed opportunity to use room for advancing our mission and continued "awkward" explanation of the Repack Room's purpose during tours.

**Recommendation:**

- **Sell or salvage the repacking equipment in the Repack Room.**
- **Utilize the Repack Room as a temperature controlled environment for repacking fresh and frozen product with volunteer labor.**

Dear Marion Polk Food Share Board of Directors,

Below you will find our Annual Programs Report for fiscal year 2019. FY2019 was a year of growth in terms of the “basics” of our programming at Marion Polk Food Share.

USDA food, retail produce and other perishables, and farm fresh produce all continued to climb throughout the year. This was beneficial for community members receiving food, but put strain on our operations and partner agencies. Meals on Wheels also experienced increased community demand and responded by increasing service.

In both these cases, the growth was a huge source of pride and reason for celebration, while also cause to have difficult conversations about maintaining systems and facilities that can handle the growth.

The Food Share accomplished much more in FY2019. For example,

- We added AWARE Food Bank to the Food Share family of programs, and saw impressive programmatic improvement in short period of time.
- We advanced boundary pushing work on a Food Sovereignty Assessment in Grand Ronde.
- The Youth Farm program continued to improve, this year adding more youth led programming and deeper partnerships with health clinics through Farm Share Rx.
- Our Gardens continued to thrive, building connections and creating community-based resiliency.

This report has two sections:

1. A summary that includes highlights and challenges, all organized by Strategic Direction area.
2. A list of selected goals and special projects, with results, organized by Program Area. Please reach out with any additional questions.

## Summary

### Access: Direct Food Access and Food Distribution

**Highlights:** In FY19 the Food Share saw higher volumes of USDA product than ever before, just shy of 2 million pounds. This was primarily due to trade and tariff mitigation food that was purchased by the USDA in response to changes in federal trade policy. Much of this food was in high demand from our community, while some was difficult to distribute in high volumes.

We also continued to see high returns in produce (just shy of our 3.2mm pound goal) and retail donations, which contributed to just meeting our 9.1mm lbs. received goal.

The Warehouse Operations and Agency Relations teams, as well as Partner Agencies, did a wonderful job finding creative ways to provide this food to community members that need it.

Additionally, we advanced several special projects that enhance our food distribution programming.

- Our Agency Relations team worked with OFB to create an interactive GIS map that overlays our service statistics, agency locations and regional demographics. This map helped us better understand our service gaps and underserved communities in our area.
- We also implemented Link2Feed at 12 food pantries last year, exceeding our goals for number of pantries on-boarded. Link2Feed is a client tracking database that will provide us with more insight and understanding about our community.
- We also completed a draft of a food resourcing policy, that will emphasize sourcing healthy food and help us become more specific about the donations and purchases we prioritize.
- Lastly, we met our very important goal of having an adequate number of CDL certified drivers to operate our higher GVWR truck. We now have 1 primary staff CDL driver and 3 certified back up drivers.

Our other big achievement last year in terms of Food Distribution, was, of course, assuming control over operations of the AWARE Food Bank in Woodburn. Last year, we saw the addition of highly effective staff, improvement in the customer service, outreach and care provided to the community, impressive growth in service numbers and produce distribution and the addition of retail donation pickups in Woodburn.

**Challenges:** The biggest challenge last year in Food Distribution was the ongoing shift to a more perishable food supply. While overall food received climbed, shelf stable donations dropped.

Fresh/cooler products and frozen made up a bigger percentage of our food supply than ever before, at roughly 60%. This led to the need for quicker distribution, more appropriate storage both at the Food Share and Partner Agencies, and partners that distribute more frequently.

These kinds of food products proved more expensive and challenging to collect, handle, sort, store and distribute. They also presented new challenges for Partner Agencies, many of whom have limited storage capacity, limited volunteers, and distribute infrequently (thus more challenging to keep product fresh).

We continue to work through these challenges and come up with creative solutions to adjust to our food supply and continue to provide good service to agencies and our community.

### Meals on Wheels

**Highlights:** At Meals on Wheels we served more meals than ever before in FY19. We served upwards of 500 home delivered meals per day in 2019, well beyond our initial targeted projection.

Additionally, we made strides in the area of nutritional quality of our meals and providing nutrition education.

- We brought on a new contract dietitian. With her help, Chef Dave and the team increased nutritional quality of our meals. Notably, we replaced an unhealthy juice product with milk.

- We successfully onboarded a new software program, ServTracker, that provides new efficiencies, tracking and reporting capabilities to enhance the program.

**Challenges:** At Meals on Wheels our challenges also centered around growth. With the increase in demand for services, we struggled to keep up with enough volunteers to deliver meals, and we saw overages in the budget.

As we look to next year, we are making plans to ramp up volunteer recruitment and retention, control costs, and raise more client donations, all while maintaining a high quality product.

### Access: Community Health Partnerships

**Highlights:** Our biggest highlight in the area of Community Health Partnerships was the success of our Farm Share Rx Program.

Farm Share Rx is a partnership between our Youth Farm, a local farm in Polk County, Iskam Mæk<sup>h</sup> Mæk-Haws and 3 health clinics serving low income patients (Northwest Human Services West Salem Clinic, Lancaster Family Medicine, Grand Ronde Health & Wellness Center).

The Youth Farm and our partner farm in Polk County grew produce for 100 patients and their families in Salem and Grand Ronde. Patients were identified as food insecure, suffering from diet related illness, and willing to try incorporating more and new vegetables into their diet.

We are still awaiting final evaluation results from the season, but have high hopes for a patient-centered PhotoVoice evaluation project that will be ready for presentation later this fall.

**Challenges:** Last year our biggest challenge remains how to bring together the goals of the health care world and food banking in a bigger, mutually beneficial way. Food insecurity and health are so closely connected, but figuring out the mechanics for our institutions to work together isn't easy.

Next year we will continue dialogue with health partners to search for new ways to support the local community that connect food and health.

## **Access: Individual Resiliency**

**Highlights:** Last year we continued to support building community-based resiliency through educational programs and community gardens.

At the Youth Farm, we adjusted our youth education program to reflect the needs of the young adults participating. We successfully piloted an increase in youth led workshops, which increased opportunities for leadership development and peer to peer learning.

In the Community Gardens program, we increased gardens in rural communities, and successfully invested in Garden Coordinator training and training materials. Our volunteer coordinators are the linchpin of the program, and our new coordinator manual and online resource bank have helped increase capacity and retention.

**Challenges:** At the Youth Farm our biggest challenge last year was our limited ability to grow food in the off season. Our farm location has poor drainage, and outside the summer it's very difficult to grow food on the farm due to flooding. To serve more youth or increase production and Farm Share Rx patients, we would need infrastructure work to improve drainage. Plans are being considered to address the issue.

## **Access: Community Food Systems**

**Highlights:** Last year we made significant progress on a multi-year food systems project, the Grand Ronde Food Sovereignty Assessment. The goal of this project is to document the work being done to reclaim native food traditions, and help move the work forward to increase cultural identity, community health and access to traditional foods.

Our RARE AmeriCorps Service Member and Grand Ronde Program Manager did a wonderful job bringing together stakeholders from across the tribal community to document and explore food traditions in Grand Ronde.

A presentation of results from the assessment is forthcoming for the Board, and will also be presented to Tribal Council.

**Challenges:** The Food Sovereignty Assessment process involves a combination of historical research, data collection, as well as community organizing. Even with the full support and encouragement of the Tribe, it was a challenge to schedule all the appropriate interviews and (inter)departmental focus groups to fall within the same time frame as the support from the AmeriCorps member. Due to the complexities of schedules, we were able to complete the data collection and organizing, but were not able to complete the writing of the report within the time frame of the AmeriCorps support. We are expecting to finish the report and present it to Tribal Council by the end of 2019.

## Goals & Special Projects

Program Area	Project Description	Result	Strategic Direction
AWARE Food Bank	Bring AWARE into compliance with food safety, civil rights and customer service regulations. practices. per month.	Completed. Verified by annual monitoring	Access: Direct Access and Food Distribution
	Build a basic volunteer program, including regular training, volunteer appreciation, a volunteer schedule and volunteer contact list.	Completed.	Access: Direct Access and Food Distribution
	Start a retail donation pickup program supported by AWARE volunteer drivers.	Completed. Purchased a van for RAD, currently 3 days a week pick up.	Access: Direct Access and Food Distribution
	Begin exploration for a community-led process in Woodburn to better understand the needs of the community and address potential changes. Hold 3 meetings, engage 200 community members.	Hosted 3 community meetings at AWARE. Completed client survey with 290 responses.	Community: Community Led-Solutions

Program Area	Project Description	Result	Strategic Direction
Community Gardens	Support a network of 60 community gardens serving 700 families.	Currently 61 gardens in network. Census in progress as of date of this report.	Access: Individual Resiliency
	Expand garden program to be inclusive of two county region. Add 3 new gardens in rural areas.	Increased 1 new garden in West Salem, 1 new garden in Grand Ronde, and expansion of the Independence garden.	Access: Individual Resiliency
	Finish garden coordinator Best Practices Manual and distribute. Create an online resource bank. Provide 4 new trainings for coordinators and 4 for gardeners per year.	Manual completed and distributed, online resource bank was created. Trained 56 Coordinators.	Access: Individual Resiliency

Program Area	Description	Result	Strategic Direction
Community Education	Conduct 6 Cooking Matters at the Store classes, 1 full Cooking Matters course. 8 Seed to Supper courses.	Completed all. 1 Seed to Supper course in Spanish.	Access: Individual Resiliency

Program Area	Description	Result	Strategic Direction
<b>Food Distribution Program:</b>  <b>Food Resourcing</b>	Source 9.1 million lbs. of food for emergency distribution in FY19.	Sourced 9,145,000 pounds of product in FY19.	Access: Direct Access and Food Distribution
	Source 3.2 million pounds of fresh & frozen produce from local sources and Oregon Food Bank	Sourced 3,155,532 lbs. of produce in FY19.	Access: Direct Access and Food Distribution
	Develop a draft food resourcing nutrition policy. Present to leadership in FY19.	6-week food policy course completed, Food Policy Advisory and Review groups established, 3 Food Policy meetings held, first draft of policy complete.	Access: Direct Access and Food Distribution
	Develop 2-3 new or expanded RAD agency partnerships serving 3-5 grocery stores. Gain 10-15 hrs. of route alleviation.	2 new RAD partners: Aumsville Food Bank and AWARE Food Bank; serving 5 stores; gained 12 hours of route alleviation	Access: Direct Access and Food Distribution

Program Area	Description	Result	Strategic Direction
Food Distribution Program: Warehouse Operations	Develop a volunteer program to support the retail sort area.	Volunteer support in retail sort area is more consistent. In FY19, the retail sort area received 204 unique volunteers for a total of 4,365 hours.	Access: Direct Access and Food Distribution
	Employ 3 CDL Class B certified drivers. 2 staff complete driver CDL training program.	1 regular CDL driver on staff; 3 back-up CDL drivers on staff; 2 Food Share staff completed CDL driver training.	Access: Direct Access and Food Distribution
	Complete replacement of the lower freezer in the Food Share main warehouse.	All funds raised. Construction planned for October 2019.	Access: Direct Access and Food Distribution
	Purchase a replacement forklift for warehouse operations.	Completed.	Access: Direct Access and Food Distribution

Program Area	Description	Result	Strategic Direction
<b>Food Distribution Program: Agency Relations</b>	Support a network of pantries and community meal sites that provides at least 8,100 food boxes and 41,000 meals per month.	Supported network that provided an avg. of 10,083 food boxes per month and 39,664 community meals per month.	Access: Direct Access and Food Distribution
	Utilize external and internal data to create network maps, with the intention of influencing program direction. Identify areas or populations in need of service expansion, top 3-5.	Completed. Areas identified included Stayton area, parts of NE and E Salem, Monmouth, and the need for public meal sites in some areas.	Access: Direct Access and Food Distribution
	Target 4 1A pantries in Polk Co. participate, at least 80% of individuals served. 6 1A pantries in Marion Co. participate in Marion County, 20% of individuals served.	Polk Co: 5 pantries/ 64% of individuals served. Marion Co: 7 pantries, 20% of individuals served.	Access: Direct Access and Food Distribution
	Define “community food center” agency. Use Best Practices to evaluate what PAs are models. Establish a cohort and targets for performance and distribution.	Convened Community Food Center cohort of partner agencies. Held 4 meetings.	Community: Community Led-Solutions Access: Individual Resiliency
	Assist additional 3 pantries in converting to a client choice model (shopping style or improved client choices).	Completed for 2: Capitol Park and Woodburn SDA. AWARE committed for FY20.	Access: Direct Access and Food Distribution

Program Area	Description	Result	Strategic Direction
Iskam Mək <sup>h</sup> Mək-Haws	Provide at least 430 food boxes/month while offering a complete food box (with 6 out of 8 core components).	Distributed an average of 428/mo.; 5,138 boxes annual total.	Access: Direct Access and Food Distribution
	Reach 60 Grand Ronde patients through a 14 week CSA in Farm Share Rx program.	50 people enrolled in the Farm Share Rx in Grand Ronde. 100 patients enrolled throughout the two counties.	Access: Individual Resiliency  Poverty & Equity: Community Food Systems, Community Health Partnerships
	Develop an additional 2 local food resources (local farms, food processors, grocery stores, etc.).	Added two food resources: Sheridan Select and Willamina Select.	Access: Direct Access and Food Distribution
	Conduct a Food Sovereignty survey and receive 350 completed surveys. Conduct 4 community conversations, 25 interviews Completed and present to CTGR by July 2019	Data gathered, focus groups held, interviews conducted. Rough draft of report completed with final draft expected by end of 2019.	Community: Community-Led Solutions  Poverty & Equity: Community Food Systems

Program Area	Description	Result	Strategic Direction
Meals on Wheels	Serve an average of 400 home delivered meals, daily, per month. Maintain an 80 individual CSFP caseload. Serve an average of 190 meals per day in the C50+ & South Salem Dining Rooms.	Complete. Currently averaging 460 HDMs, 80 person CSFP caseload, 160/day at meal sites.	Access: Direct Access and Food Distribution
	Select and implement new MOW software.	Complete. Managing HDM, Congregate and CSFP in new software.	Access: Direct Access and Food Distribution
	Develop and implement a plan for office team training program. Increase referral capacity from office team. Provide 1 training per quarter for staff.	Complete.	Access: Individual Resiliency
	Develop a partnership with the MPFS Youth Farm. Pilot 2-3 products for use in the Dining Room and/or Home Delivered Meal menu.	Complete.	Poverty & Equity: Community Food Systems
	Meet all nutrition guidelines utilizing contract dietician. Meet calcium requirements, end use of juice, replacing with milk.	Complete	Access: Direct Access and Food Distribution
	Continue to support and expand vocational training programs. Host 2-4 trainees on an ongoing basis	Complete. Hosted trainees from Easter Seals, Garten, SK School Dist. and others.	Individual Resiliency: Work Experience

Program Area	Description	Result	Strategic Direction
Youth Farm	Reach 40 youth in the Youth Farm program and 15 in the summer-intensive program. All youth complete Seed to Supper course and score an average of 6/10 on soft skill checklist.	45 youth engaged in the winter program, with 19 enrolled in the summer-intensive program. Participants met soft skills goal.	Access: Individual Resiliency
	Harvest 20,000 lbs. of produce serving. Reach 50 patients through Farm Share Rx.	Harvested 18,391 lbs. of produce. Served 50 Farm Share Rx patients.	Access: Direct Access and Food Distribution, Individual Resiliency  Poverty & Equity: Community Food Systems, Community Health Partnerships
	Reach 100 individuals through in-depth workshops, reach 800-900 community members through other engagement (tours, volunteering, etc.)	Reached 318 individuals via workshops, 1,020 community members through other engagement.	Access: Direct Access and Food Distribution, Individual Resiliency

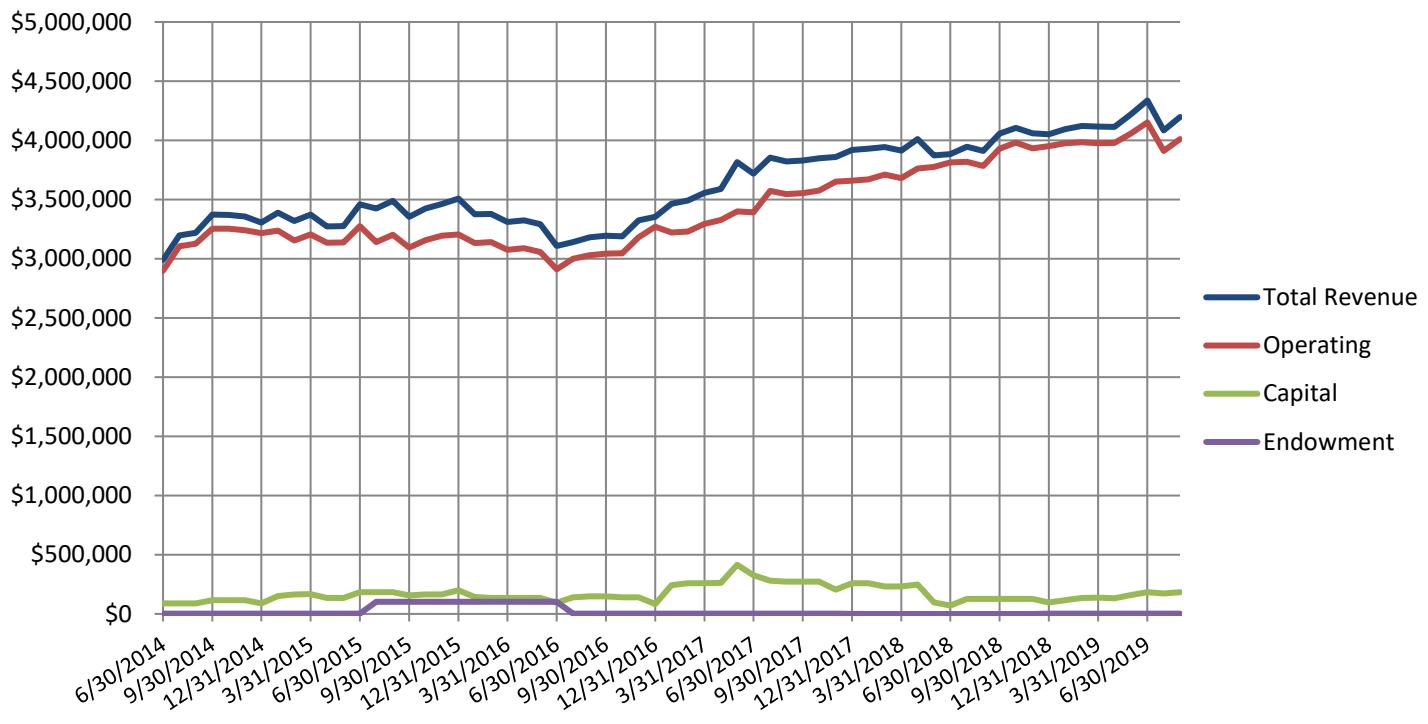
## Board Updates

### September Board Update

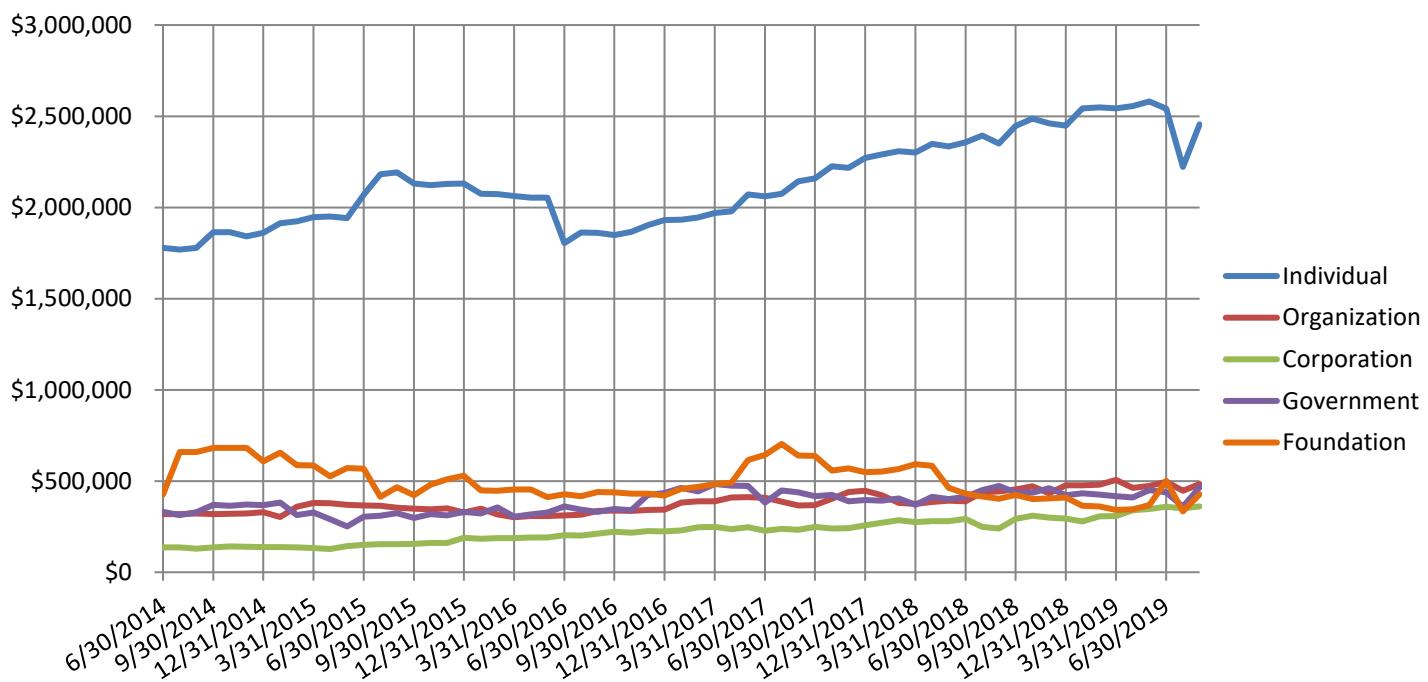
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Governance Committee –via email	Updates
<ul style="list-style-type: none"><li>• Recommendation of both Deborah Sailer and Mark Wilk to the board for membership.</li></ul>	
<p><b>Executive Committee/Finance Committee - met on September 19</b></p> <ul style="list-style-type: none"><li>• Reviewed FY19 end-of-year results and continue to believe the Food Share has strong financial footing and has a strong balance sheet.</li><li>• Committee reviewed future reporting templates presented by Jim and Rick.<ul style="list-style-type: none"><li>○ How programs align with strategies</li><li>○ Program funding – cost to run programs</li><li>○ Breakdown of program costs</li></ul></li></ul>	
<p><b>AWARE</b></p> <ul style="list-style-type: none"><li>• The board hasn't met since the last meeting, but will meet in the near future to clean up processes, including those around the transfer of funds between the Food Share and AWARE</li></ul>	

## Total Giving by Fund Type Rolling 12 Months

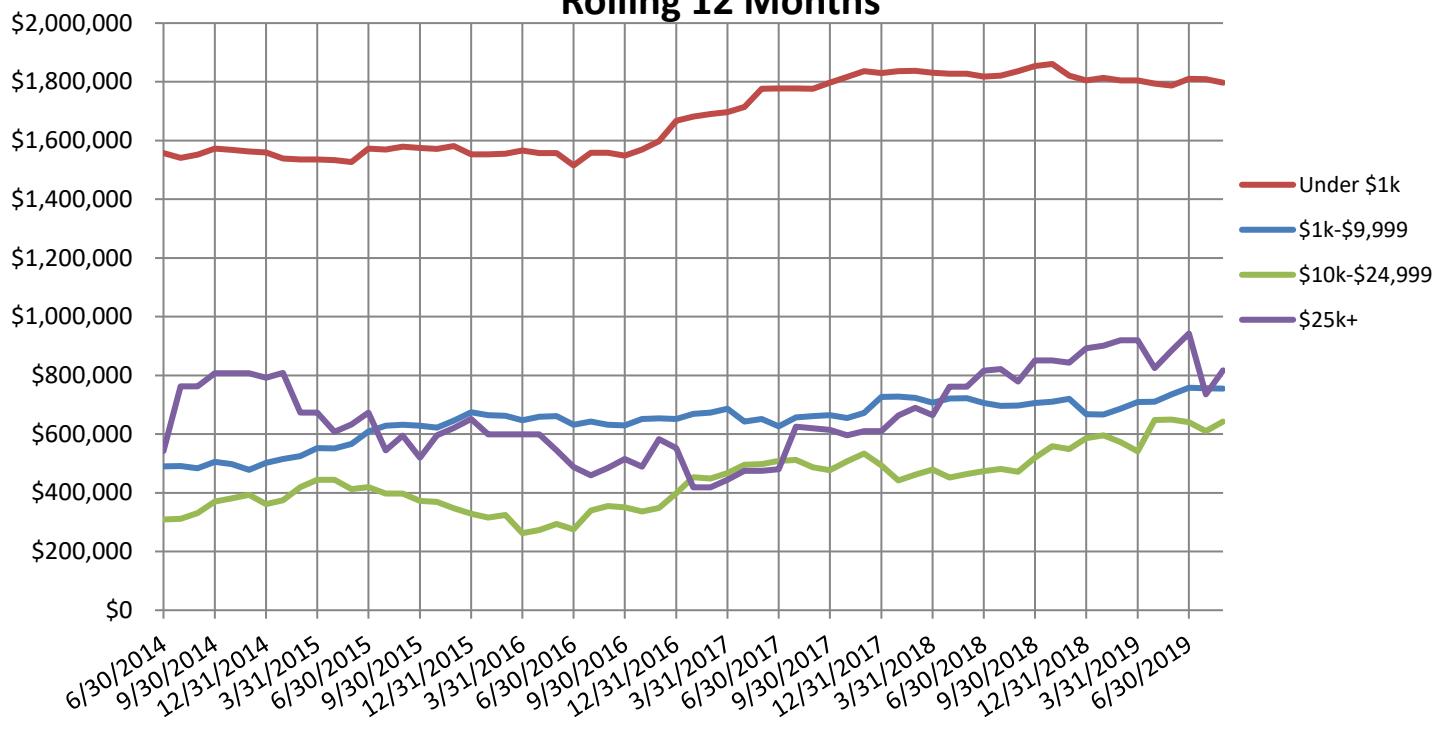


## Total Giving by Constituent Type Rolling 12 Months



### Operating Gifts by Gift Size

#### Rolling 12 Months



### Number of Donors

#### Rolling 12 Months

