

## Board Packet

February 27, 2020

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

**We believe:**

- ❖ Everyone deserves healthy food every day, no matter what.
- ❖ We have stronger communities when no one is hungry.
- ❖ Ending hunger in our communities is possible.

**Our Vision:**

- ❖ We all live in a healthy community, where everyone has the food they need to thrive.

**Strategic Direction |Areas of Focus:**

- ❖ Increase access to healthy food for all individuals in Marion and Polk counties.
- ❖ Engage local communities in leading the work to end hunger and poverty.
- ❖ Address the systems and environments that lead to hunger, poverty, and inequity.

**FY19 Stats:**

<b>Pounds Distributed</b>	<b>8.7 million</b>
<b>Food Pantry Visits</b>	<b>132,000</b>
<b>Meals Served, Community Meal Sites</b>	<b>476,000</b>
<b>MOW Meals Served</b>	<b>172,000</b>

# Agenda

Board of Directors Meeting  
February 27, 2020

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 – 8:25	Consent Agenda – <b>Courtney Knox Busch</b> - Board Meeting Minutes, December 2019 - Financial Statements
	<b>Action: Board Vote</b>
8:25 – 8:35	Board Member Profile – <b>Chris Mercier</b>
8:35 – 8:40	Finance Report – <b>Jim Green</b>
8:40 – 8:45	Development Report – <b>Julie Hambuchen</b>
8:45 – 9:30	Board Retreat Follow-up – <b>Rick Gaupo</b> - What's Next?
9:30	Adjournment – Courtney Knox Busch

## Dates to Remember

March 5: Board Social & VAC Repack shift (4:30 – 6:00)

March 26: Board Meeting: because this is spring break week, watch for a potential date change to March 19<sup>th</sup> to be confirmed at Feb board meeting

Marion Polk Food Share  
Board of Directors Meeting Minutes  
December 5, 2019

**Board Members Attending:** Alex Beamer, Warren Bednarz, Courtney Knox Busch, Sarah DeSantis, Mike Garrison, Jim Green, Linda Norris, Deborah Sailler, Bahaa Wanly, Mark Wilk

**Staff Members Attending:** Kendra Alexander, Eileen DiCicco, Ian Dixon-McDonald, Sayla Ellsbree-Kraft, Mel Fuller, Rick Gaupo, Julie Hambuchen, Corrina Hawkins, Sheri Jones, Robbin Kerner, Savannah Langdon, Allen Pfeiffer, Lexi Stickel,

**Call to Order**

**Courtney Knox Busch** called the meeting to order at 8:15 a.m.

To help orient new board member Deborah Sailler, staff and board introduced themselves.

VP of Programs Ian Dixon-McDonald recognized Community Programs Director Lexi Stickel for her contributions to the Food Share. She is departing after five years in a move to The Dalles with her husband. Lexi was praised for her amazing work ethic, starting new programs, and serving as a coordinator, manager and director. She is credited for doing the Food Share's first community food assessment as an AmeriCorps service member, deepening food access conversations and action plans in Grand Ronde and Woodburn, starting Farm Share Rx, organizing people around food security, incorporating AWARE as one of our programs, championing food equity and more. She will be missed.

**Board Meeting Consent Agenda**

- Board Meeting Minutes, Oct. 24, 2019
- October 2019 Financial Statements
- Revised Budget
- City of Salem Concurring Resolution
- Cetera Resolution

Board Treasurer Jim Green advised we are budgeting a deficit, but expect to break even for the year. The Finance Committee is watching finances closely and adjusting. All members are welcome to attend those meetings.

Rick Gaupo mentioned that he, Finance Director Jim Green and VP of Development Julie Hambuchen are working on a new model for budgeting that will be tied to program outcomes and will outline when, how and why we would intentionally use reserves. It will be discussed in Finance Committee Jan/Feb, then presented to the board.

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

### **Development Report**

Julie Hambuchen thanked the board for their donor engagement efforts and invited them to personalize holiday cards to their assigned contacts and to deliver gifts to Chefs' Night Out vendors before Christmas.

Courtney thanked board members for continuing to nurture donor relationships.

### **Environment Review**

Ian Dixon-McDonald presented the board with a forecast of hunger and food trends to help prepare them for the February retreat. He covered Community Demographics; Agency Environment; and the Food Sourcing Environment. The Power Point presentation will be emailed to the board.

Key Take-Aways:

- Overall, poverty indicators are improving
- Families with children experience more poverty
- Economic recovery is reaching Salem more than rural areas
- Economic recovery is less likely to reach the “very poor”
- Certain populations still experience very high food insecurity rates (students, veterans, individuals with disabilities, single mothers, LGTBQ community, people of color)
- Food Share geographic service gaps exist in Stayton, Monmouth, North Marion, South/Southeast Salem
- Number of full-service pantries is declining, while 75-85% of our food goes there
- Number of Priority 2 (produce/supplemental) agencies is increasing, while 5% of product goes to them
- Overall pantry visits, by individual, is slowly climbing with most growth in East and North Marion
- Food sourcing: retail recovery accounts for 33% of food supply; OFB/RFB/PA, 21%; USDA, 22%; purchase, 5%; processors/manufacturers, 5%; food drives 2%; other, 5%.
- Food Sourcing – Preparing for the Future: Donations overall are decreasing, particularly from local processors, manufacturers and OFB; USDA foods are unpredictable, but trade mitigation foods are expected to end; City of Salem will likely continue funding local purchasing budget, OFB likely to increase purchasing budget for PPO opportunities. We may need to consider increasing our purchasing if we intend to maintain a strong shelf-stable food supply.

Questions for the Board to consider:

1. How would you craft strategy for the food distribution program?
2. How would you prioritize activities?

For example, more food versus food to the right places versus food to the right population

3. How would you evaluate success?
4. How would you prioritize this work against other strategies, such as advocacy or individual resiliency building?
5. How do we balance need for services and working for environmental change? Or...do both simultaneously?

### **CEO Review**

Board conducted Rick's review.

### **Adjournment**

Courtney Knox Busch adjourned the meeting at TIME a.m.

### **Dates to Remember**

**Feb. 1 – Board Retreat**

**Feb. 27 – Board Meeting**

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*Warren Bednarz*

Board Secretary

Board Retreat 2020 – Areas of Focus and Core Strategies

<p><b>Increase access</b></p> <p><b>to healthy food for all individuals in Marion and Polk counties</b></p>			<p><b>Engage local communities</b></p> <p><b>in leading the work to end hunger and poverty.</b></p>			<p><b>Address the systems and environments</b></p> <p><b>that lead to hunger, poverty, and inequity.</b></p>				<p><b>Strengthen organizational capacity</b></p> <p><b>to lead the effort of eliminating hunger in our communities</b></p>		
1	2	3	4	5	6	7	8	9	10	11	12	13
Direct Access & Food Distribution	Government Support Programs	Individual Resiliency	Community Engagement	Inclusion & Lived Experience	Community-Led Solutions	Community Food Systems	Public Policy	Increase Healthcare Partnerships	Diversity, Equity, and Inclusion Work	Organizational Health: People & Culture	Organizational Health: Facilities & Organizational Tools	Organizational Health: Fundraising
14	1	2	4	4	5	4	2	5	4	4	5	8
17			13			15				17		

## Community Impact Report

Quarter 2 (Oct. - Dec. 2019)  
FY20

### Program Targets

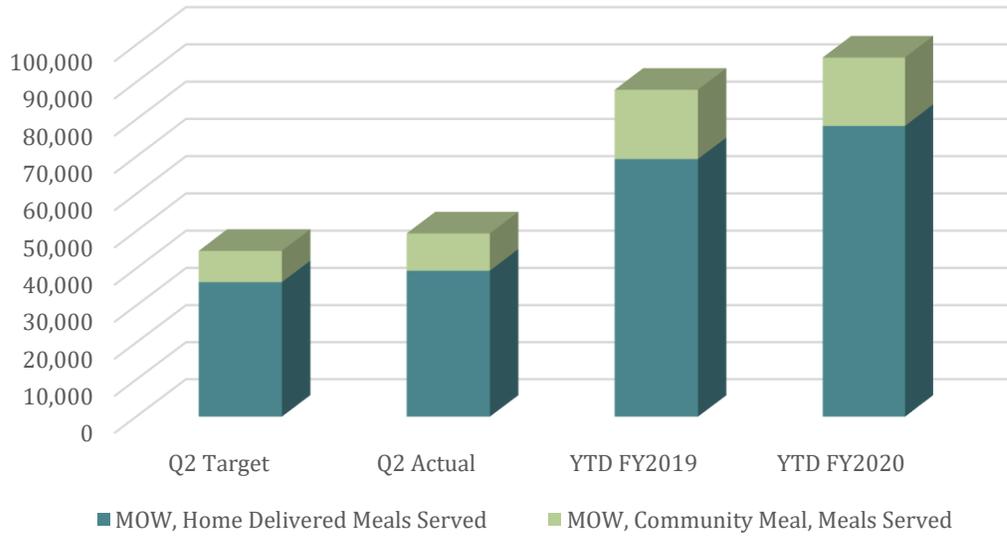
	Q2 Target	Q2 Actual	YTD FY19	YTD FY20
Total Lbs. Received	2,350,000	2,689,204	4,651,716	5,359,350
Total Lbs. Distributed	2,300,00	2,442,089	4,273,013	4,901,464
Lbs. Produce Received	833,000	968,993	1,715,256	1,883,991
Pantry Visits, All Pantries	n/a	32,957	55,282	62,983
Meals Served, Meal Sites	n/a	110,817	240,988	220,875
Pantry Visits, Iskam	1,350	1,346	2,404	2,738
Pantry Visits, AWARE	3,000	4,374	5,266	8,109
MOW, Home Delivered	36,300	39,389	69,329	78,207
MOW, Community Meals	8,400	9,991	18,602	18,378

#### Notes on Program Targets:

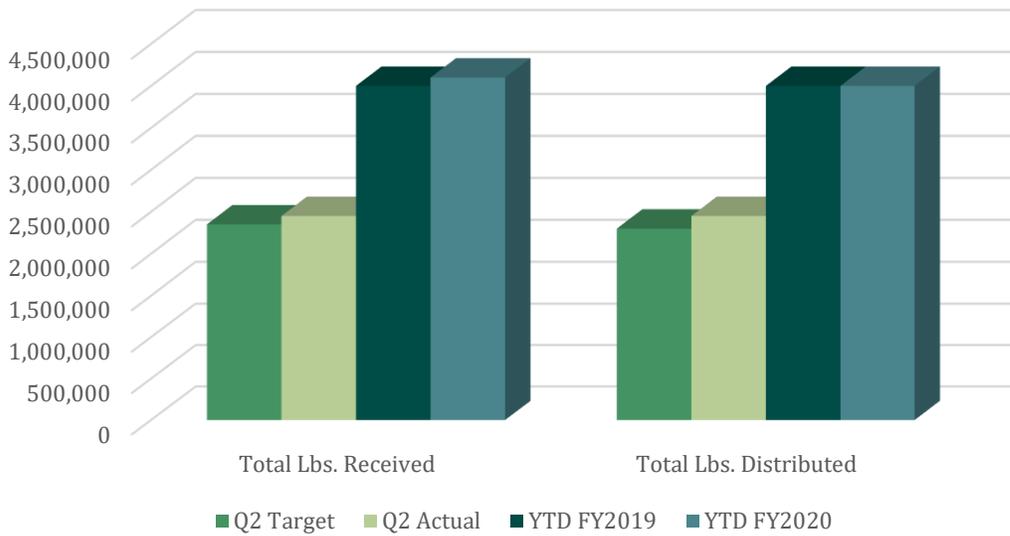
- Pounds received remains high due to continued high levels of USDA foods. Expected to continue through Dec. 2020.
- Pantry visits continue to see moderate increases, primarily due to more pantries allowing more than once/month visits.
- Meals site meals continue to decline primarily due to foster care site closures and change in service model at the Salvation Army. Other meal sites serving homeless individuals (UGM, HOAP) are seeing increases.
- AWARE continues to see increased visitation due to improved outreach and customer service.
- Meals on Wheels continues to see new highs, although rates of increases have steadied.



### Meals on Wheels, Meals Served, Q2 FY20



### Food Distribution Program, Pounds Received & Distributed, Q2 FY20



## Project Highlights

*Area of Focus: Access*

*Increase access to healthy food for all individuals in Marion & Polk Counties*

Project Name	Annual Target	Q2 Actual
<b>Warehouse LEAN Assessment</b>	Complete a LEAN assessment that leads to increased warehouse efficiencies.	Secured funding and developed a service agreement with Oregon Manufacturing Extension Partnership (OEMP).
<b>Agency Network Development</b>	Ensure that our agency network is well informed and able to assist clients with additional resource needs.	Updated food guides and website, developed monthly newsletter, planned resource guide mailings to partners.
<b>Link2Feed</b>	Expand use of Link2Feed client database software to Salem pantries, utilize data to improve services and reporting	Two new Salem pantries confirmed onboarding, Hope on Wheels and Trinity United Methodist Church
<b>Warehouse Improvements</b>	Complete 5 needed warehouse improvements to increase safety, efficiency and operational capacity.	Completed installation of new freezer, fire alarm and security systems. Began installation of keyless entry system.
<b>Meals on Wheels Entrée Variety</b>	Based on client demand, increase meal variety while meeting nutritional requirements. Target 2 new menu items per month.	Introduced 6 new menu items thus far in FY20.
<b>AWARE Food Bank Shopping Style</b>	Increase client choice and dignity by changing to a shopping style distribution model. Complete by Sept. 2019.	Completed purchase and installation of all equipment and trained volunteers. Shopping style launch planned for Feb. 2020.

*Area of Focus: Community*

*Engage local communities in leading the work to end hunger and poverty*

Project Name	Annual Target	Q2 Actual
<b>New Food Donor Engagement</b>	Explore potential donors in trucking, farms, seconds market produce brokers and food distribution centers.	Developed relationship with 2 market farmers for purchasing, began donor relationship building with Siri & Sons Farms and Oregon Trucking Association.
<b>Meals on Wheels Volunteer Development</b>	Increase MOW volunteer engagement. 90% routes have regular driver, sub pool of 6.	90% routes have regular drivers, pool of 13 subs.
<b>Community-Based Nutrition Education</b>	Provide relevant nutrition education that increases community resiliency and meets community needs.	Engaged with new partners, including Siletz tribe, Micronesian Islander Community Center, and Northwest Human Services clinics to plan nutrition education programs.
<b>Youth Farm Youth Program</b>	Provide farm-based programming for young adults that increases soft skills, self-confidence and empowered behaviors. Reach 45 youth in winter training program, 20 in summer intensive program.	Enrolled 64 youth in the winter training program.

*Area of Focus: Equity*

*Address the systems and environments that lead to hunger, poverty and inequity.*

Project Name	Annual Target	Q2 Actual
<b>Food Sovereignty Assessment</b>	Complete the Food Sovereignty Assessment by December, 2019. Present to the public in Grand Ronde and to Tribal Council by June, 2020.	Completed draft, pending final review by staff.
<b>Equity Training</b>	Advance Diversity, Equity and Inclusion work at the Food Share.	Provided Foundations of Equity Training, a 4-hour training for all Food Share staff. Provided by Oregon Food Bank Equity Director, Rut Martinez-Alicea. Staff launched an Indigenous and People of Color Affinity Group.

Date: February 20, 2020  
 To: Food Share Board of Directors  
 From: Julie Hambuchen  
 Re: Development Update

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### **Chefs' Night Out Gift Delivery**

Thank you to all Board members who delivered holiday gifts to Chefs' Night Out restaurants, wineries and other participants. Your effort to deliver those gifts and share our appreciation makes a positive difference in those relationships.

### **Match Results for FY20**

<b>Campaign</b>	<b>Status</b>	<b>Goal</b>	<b>Raised</b>
Bonaventure Holiday	Complete	\$75,000	\$81,657
Brenden Year-end	Complete	\$50,000	\$56,333
Brenden New and Renewed Donors	In progress	\$150,000	\$103,274
Brenden Sustainer	In progress	\$100,000	\$34,860
Brenden Summer Hunger	Starts May 2020	\$100,000	\$0

We're watching the Sustainer match closely and adjusting our strategy to try to meet this match by the June 30 deadline. The other matches are going well.

### **Estate Planning Workshop – March 31 & April 9**

If you or someone you know wants to learn more about estate planning options, please join us at Collier Law for an informative workshop. Contact Julie for more information.

### **Sustainer Appreciation lunches – April 2, May 7 & June 4**

Please join us as a Board representative on one or more of these dates. Enjoy a delicious lunch, and chat with your fellow Sustainers as they come together to hear an update about what Sustainer support makes possible in our community. RSVP to Corrina at [chawkins@marionpolkfoodshare.org](mailto:chawkins@marionpolkfoodshare.org).

## **Board Updates**

### **December Committee Updates**

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#### **Governance Committee – did not meet in February**

- **Mentors will continue new board member orientations**

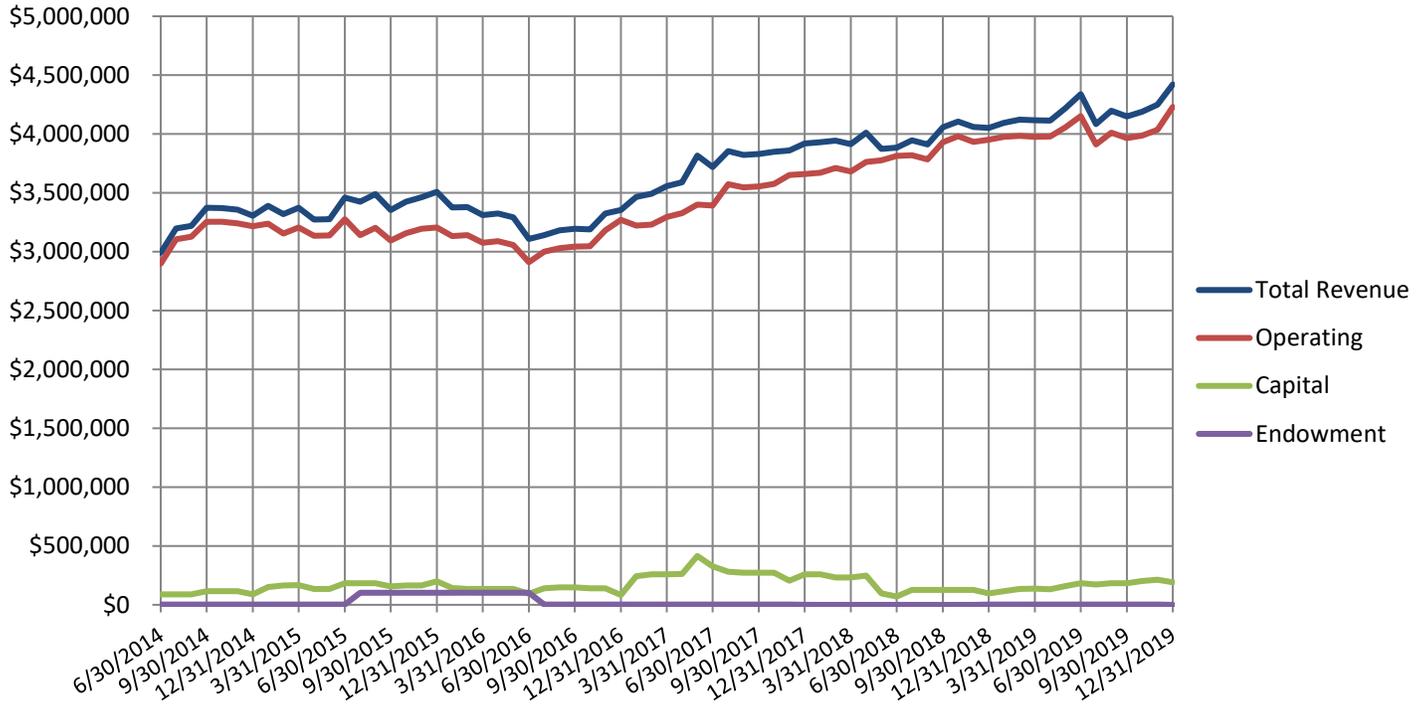
#### **Executive Committee - met on February 20**

- **Due to an end of year surplus, there was discussion around the options of either adding to reserves or spending on departmental projects**
- **Planned board meeting agenda as a follow up to conversation at the board retreat**

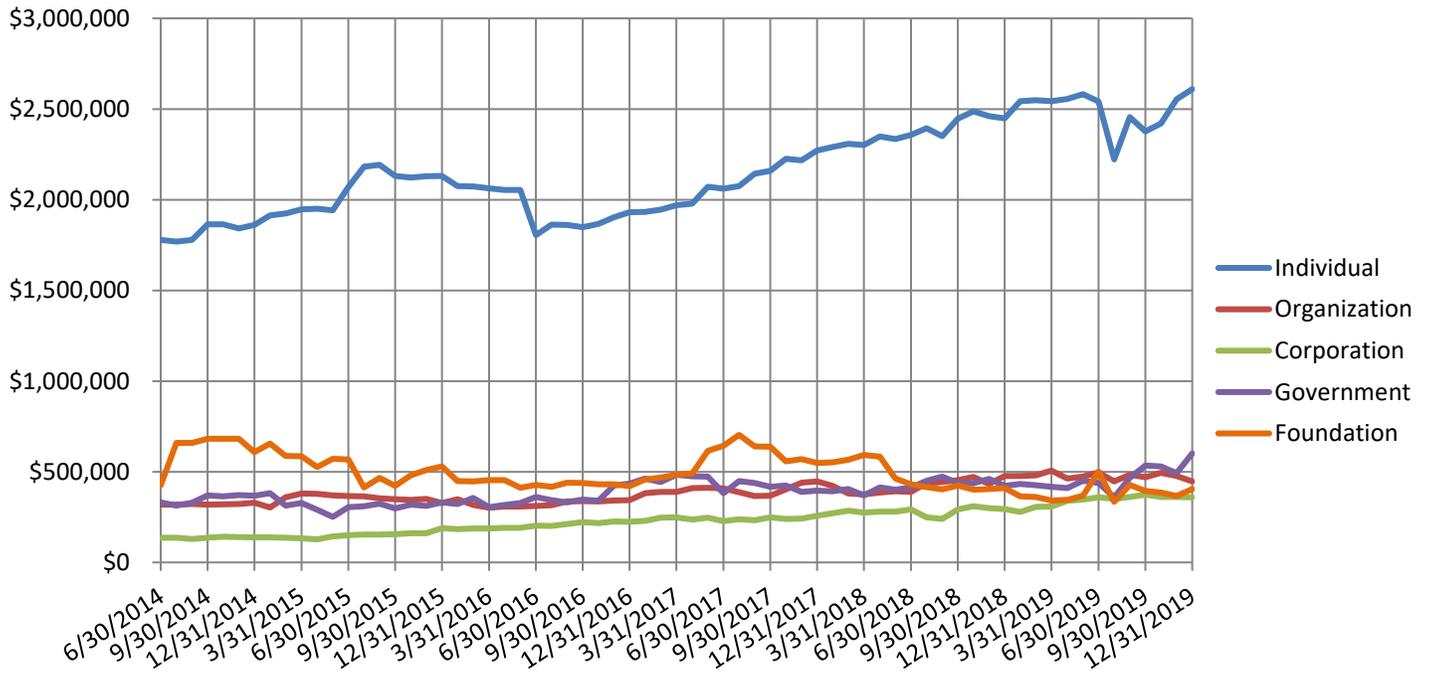
#### **Finance Committee – met on February 20**

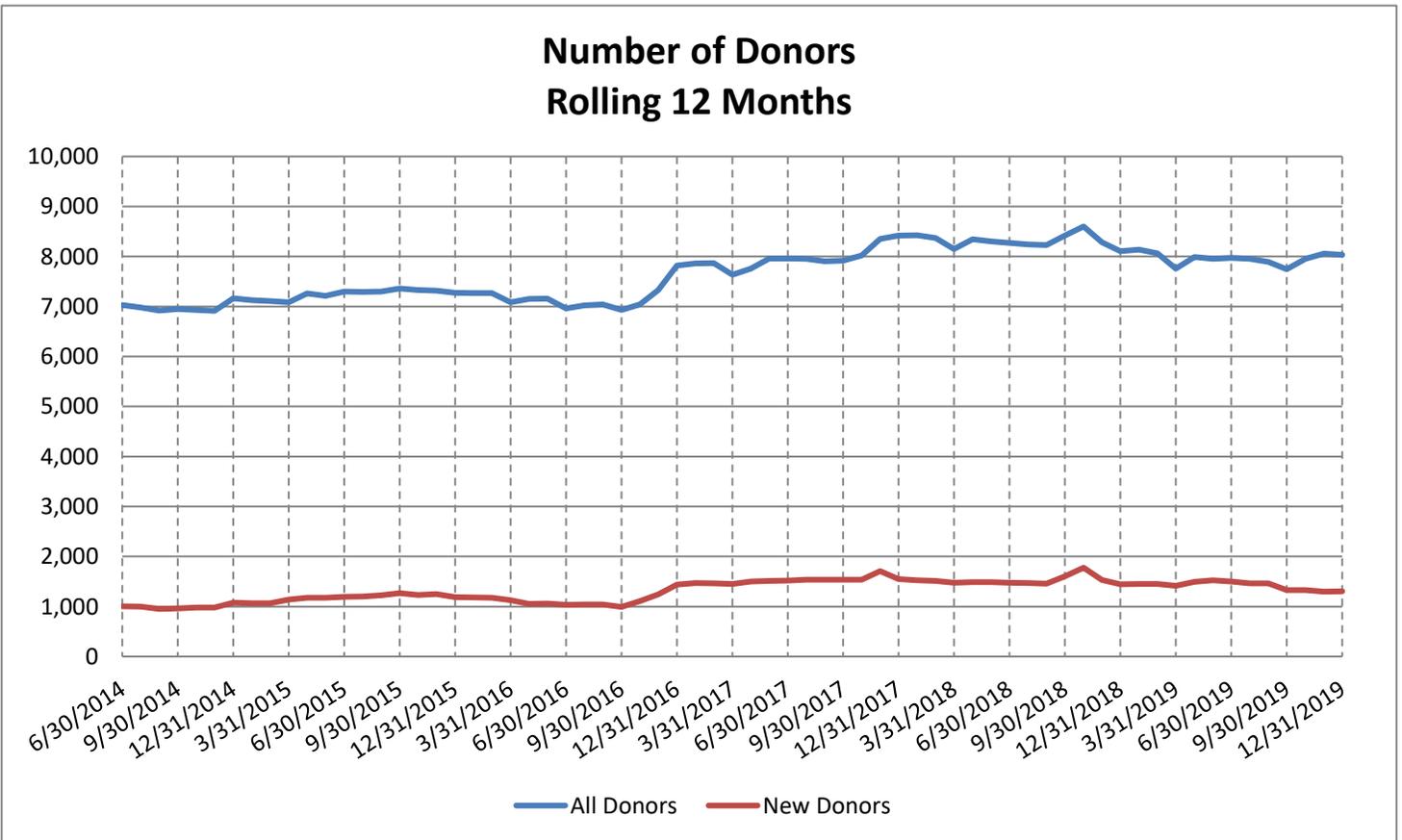
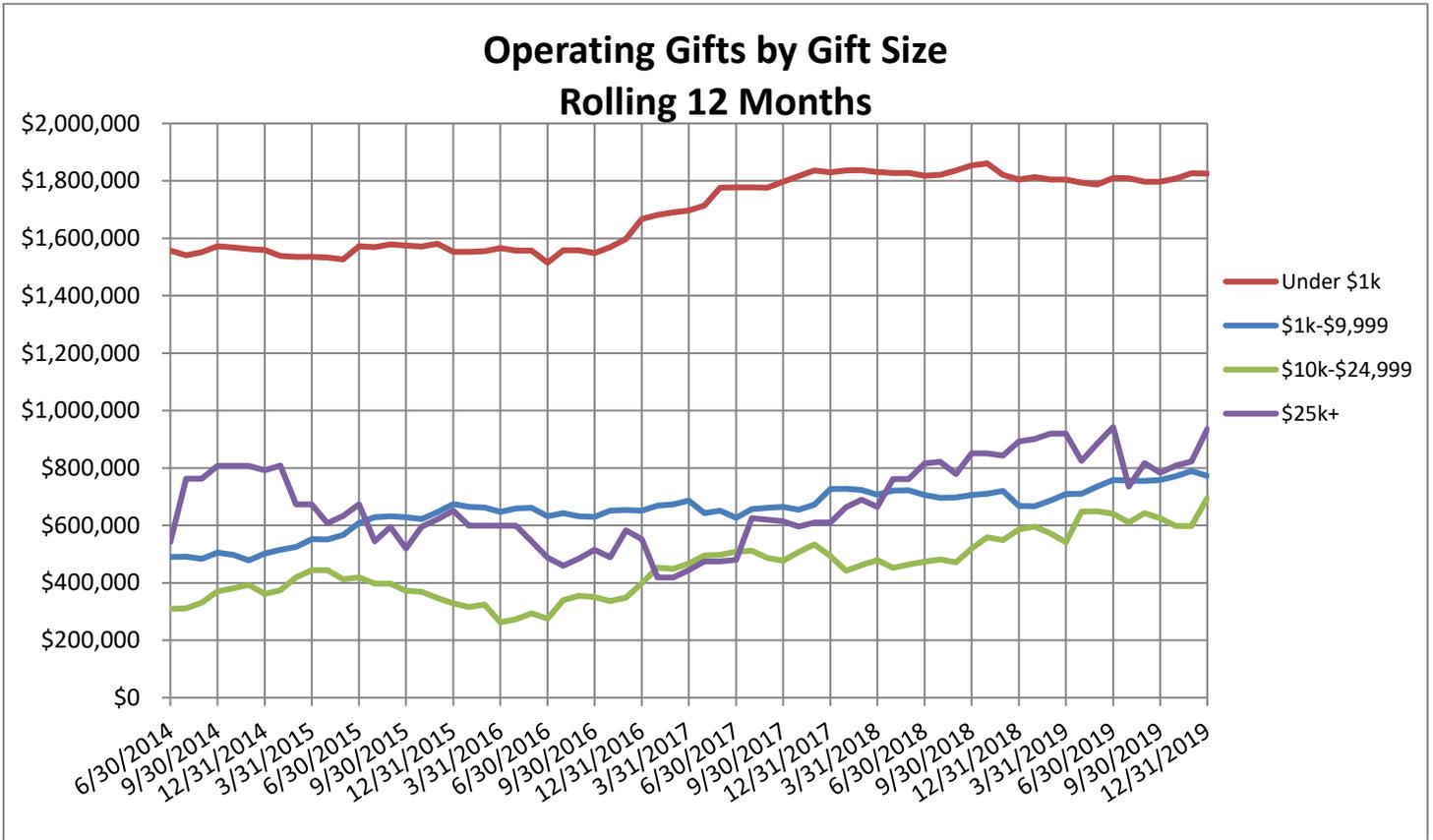
- **Reviewed 7 months ended January 31, 2020**
- **Considering a second major gifts officer**

### Total Giving by Fund Type Rolling 12 Months



### Total Giving by Constituent Type Rolling 12 Months





Marion Polk Food Share  
Board Retreat – Broadway Commons  
February 1, 2020

**Board Attendees:** Frances Alvarado, Alex Beamer, Warren Bednarz, Courtney Knox Busch, John Burt, Sarah DeSantis, Jim Green, Chris Mercier, Holly Nelson, Linda Norris, Deborah Sailler, Bahaa Wanly, Mark Wilk

**Absent:** Mike Garrison, Walter Smith, Julie Huckestein

**Staff Attendees:** Kendra Alexander, Eileen DiCicco, Ian Dixon-McDonald, Rick Gaupo, Jim E. Green, Julie Hambuchen, Corrina Hawkins, Sheri Jones

**A. Icebreaker Activity**

- 1) Ian guided the group in an activity exploring why we are part of the Food Share. We split into groups of 3 for this exercise. A few comments:

Deborah – wants to contribute to creating a healthy community with good food access.

Jim – nothing good happens if you're hungry. The Food Share allows him to do something about that.

Warren – hasn't experienced hunger; wants to understand hunger.

Mark – access to healthy food is critical to a healthy society.

Linda – from her work in Salem city government she says it's apparent how much hunger there is in this community – from babies to seniors – being on the Food Share board is an opportunity to change that.

- 2) Delving deeper, everyone was asked why they responded in the way they did. Comments:

Sarah – everyone deserves having enough food. In her own family she's been surrounded by love and food. Love is a basic need.

Frances – is a third generation farmworker who now works with farmworkers. Obesity and diabetes are prevalent among farmworker families. They need to eat healthy. She works for an organization that helps people to stay warm and be fed.

Warren – describes himself as a fiscal conservative who believes that people matter.

Rick – tenets of community, love and service have stayed with him since college and childhood years, through the Food Share he can make a difference.

- 3) Delving deeper, what is your fundamental belief for your previous answers?

Chris – cheap (unhealthy) food leads to poor dietary choices

Alex – as humans, we are tribal. we share resources and take care of each other. He is motivated to take care of those around him.

Linda – food access is a basic right. JFK influenced her deeply with the challenge – ask not what your country can do for you, but what you can do for your country. We have a responsibility to do something for others.

Frances – farmworkers bring healthy food to American tables, yet many farmworkers go hungry. Why is that still happening?

Deborah – was inspired by the strong social justice theme of shared comments.

John – appreciated the exercise because sometimes after doing something for a long time, it's good to reflect about why?

Holly & Courtney – are happy to be part of something bigger than themselves.

Julie Hambuchen – was surprised by the emotional response she had to the exercise.

Warren – emphasized the importance of investing in our community, in our home by showing compassion to others.

## **B. Comprehensive Campaign**

Presentation by OFB CEO Susannah Morgan and OFB Director of Development Nathan Harris generated robust discussion.

Oregon is unique in the nation for its system of 21 regional food banks (RFB) that work collaboratively to distribute food throughout the state. The OFB, which is our Feeding America representative, has been talking with its board and RFBs throughout the state about the feasibility of launching a statewide fundraising campaign that would raise \$50-\$100 million dollars for the network (portion of funds will be specifically directed to particular RFB needs; portion will be set aside for network response). Although Rick and Julie have been deeply involved in conversations about the concept, ours is the last of 16 presentations to RFB boards.

The idea for a statewide fundraising campaign grew from OFB's own need to raise \$2 million for a building in the Dalles (OFB manages 5 RFBs), and the 5-year expressed needs of many RFBs for building, infrastructure and transportation capacity increases that were shared last summer through a network needs assessment. Feeding America says that no other food banks in the nation have attempted this before.

Susannah believes the statewide network has the capacity to successfully run a comprehensive campaign. It will involve all 17 network 501c3 organizations working together for the benefit of all, without taking away from each RFB's annual fund. OFB's Board of Directors has authorized and is paying for a feasibility to be done to determine whether having a statewide impact will resonate with select donors that have the capacity for 7-8-figure gifts and a desire to make a big difference. It will require one-on-one targeted and planned conversations.

Susannah said there would be complete transparency throughout. Donor preferences for where their dollars are spent would be honored. She noted that while donors for the campaign may come from

Portland, Eugene and Salem areas, those donors will still belong to the RFBs. She believes the campaign may actually help RFBs build relationships with new and existing donors in their areas.

Food Share board members appeared open to the idea of a comprehensive statewide campaign, acknowledging that “the devil is in the details.”

Bahaa said it is a nice idea and expressed the belief that most big donors are in Portland. Nathan said we should test all assumptions.

Holly asked what OFB expects from its feasibility study. Susannah said it will be donor centric to right-size the scope and scale of the effort, identify messages that resonate with donors, identify prospects.

Courtney said she believes we have wealth in our community, explaining that many local companies have a larger footprint. Susannah noted that many corporations have different pots of funds for campaign and annual giving.

Jim Green said he conceptually supports the idea, but wants to know how RFB donor relationships will be protected and how the campaign funds will be equitably distributed. Susannah said there would be full transparency and everything will be done through collaboration with the RFB about every donor prospect.

Sarah said Silverton Community Food Bank just started a feasibility study on becoming a community action agency. She appreciates that OFB is going big. She asked about the expectations for board members. Susannah said she expects OFB’s board to be engaged. Nathan said each RFB will decide about their own board involvement. Julie Hambuchen said for the Food Share to be involved in this campaign, board engagement with donors will be needed.

Mark thinks such a campaign could be transcendent in how a state approaches and eliminates hunger. Let’s not limit ourselves in our vision. Let’s not limit it to five years.

Linda said hunger is not going away in five years. Is there a way to include some mechanism for generating more income? Investing?

Jim Green suggested that OFB would do the campaign with or without us, so it’s better to be a part of it. Susannah said she didn’t think OFB would pursue the statewide initiative with the Food Share and Eugene being involved, however, they would do their own fundraising to meet needs for buildings and trucks. She reiterated that together, we can leverage more.

Susannah said that over the past 25 years, we have not really moved the needle on meeting the needs of the 5% of our residents that the USDA food security survey ranks as the most vulnerable — “very low food security.” She wants to see that change.

Rick said the Food Share is going to do a capital campaign for ourselves and we don’t want to feel we are in competition; we care about the long-term trajectory for hunger relief and are willing to give up money today to raise funds for all; he is excited to back a campaign banner for Oregon, but not excited if the campaign banner is OFB or OFB Network. He believes the Food Share is going to have a capital campaign in conjunction with the statewide campaign.

Bahaa said if we're going to solve the issue of hunger, cross-sector engagement will be required. He noted that Salem Health is looking at data that reveals our region has the highest child food insecurity rate in the state; largest prison population in state; largest 0-24 age group, among other things.

Susannah said every community's response will look different. It is arrogant to assume there is one solution for all, however, it is possible to assume there's one vision.

### **C. Core Strategies**

Kim Parker-Llerenas, executive director of Willamette Workforce Partnership, facilitated a review of the Food Share's core strategies to begin discussion of organizational priorities. Rick Gaupo gave a brief overview of our vision, mission, areas of focus, organizational health and 13 strategies.

Vision: We all live in a healthy community, where everyone has the food they need to thrive.

Mission: Leading the fight to end hunger in Marion and Polk counties, because no one should be hungry.

Areas of Focus (public facing strategies):

- 1) ACCESS: Increase access to health food for all individuals in Marion and Polk counties. (Strategies 1-3)
- 2) COMMUNITY: Engage local communities in leading the work to end hunger and poverty. (Strategies 4-6)
- 3) EQUITY: Address systems and environments that lead to hunger, poverty and inequity. (Strategies 7-10)
- 4) Organizational Health (internal infrastructure). (Strategies 11-13)

Participants divided into groups to select the top three strategies from all four areas that they would want to lean into over the next 3 years. Each group made its selections and reported back.

Group 1 (Chris, Kendra, Jim Green): 3, 6, 8

Group 2 (Courtney, Holly, Francis, Ian): 1, 5, 13 (overlay all with DEI lens)

Group 3 (Deborah, John, Linda, Rick): 1, 9, 11

Group 4 (Sarah, Alex, Julie): 1, 12, 13

Group 5 (Eileen, Mark, Bahaa): 6, 7, 12 (overlay with inclusion, 5)

Group 6 (Warren Jim, E. Green, Corrina): 1, 4, 9 (13 also on their list)

In the discussion that followed board members asked many questions and comments including the following:

Deborah: Have we looked at what isn't working and could be abandoned to make room for other work?

Bahaa: Where are we today; what's effective and what's not; where do we go from here? We need to base our direction on our community needs (i.e. highest child food insecurity in state; high obesity rate).

Jim: We're missing expected outcomes and impact measures.

Linda: It's not necessary that the Food Share do everything. For example, if we want to do more gardens or nutrition education, partner with OSU Extension Service to do those things.

Mark: The cost of accomplishing each strategy is a missing piece.

Alex: 10 years ago in a similar retreat, it was clear we needed to increase partnerships. Where are we on that? We could be a leader to pull organizations together to tackle poverty, food access, housing, healthcare, education, employment. He suggested looking at Thurston Thrives, a good example of community engagement to make a collective impact. <https://thurstonthrives.org/about/>

Deborah said Kaiser Permanente is starting to put a network together.

Holly said Chemeketa Community College is starting to look at student health.

Bahaa said Salem Health is looking at local data that impacts health care.

Kim suggested engaging K-12 in the conversations.

Courtney and Linda observed that there is consensus about the themes — community-led and client-led solutions; access and food distribution; healthy food and health care partnerships; raising the funds to build organizational capacity to do the work.

Rick said the discussion demonstrated that the Food Share's core pillars are solid. He credited the board for helping to define those pillars and push systems change. As a staff, prioritization will be the next focus. He promised staff would bring back a refined version of the focus area strategies for the next 3 years.

Kim closed the discussion saying the Food Share has a great strategic framework. Now it needs to decide where to focus its energy.