



IFM Meeting of the Board and Member Churches, January 28, 2020 at 9:00 a.m.

Board Officers

Phil Alonso, Executive Director
Naomi Cabral, Development Director
Bob Thurman, President
Rick Kahil, Vice President
John Brusher, Treasurer
Robert Emmett, Assistant Treasurer
Karen Holt, Assistant Treasurer - **Absent**
Maxine Palmer, Secretary - **Absent**

Guests

Malaika Bishop, ED Sierra Harvest
Father Seth Kellerman, Emanuel Episcopal
Todd Parker, GV United Methodist
John Fairchild, Twin Cities
Thank you Diane Chang for taking notes of the meeting in my absence. Maxine

Board Members

Tim Gizzi, Calvary Bible
Janet Kelley, Christian Science Church
Marnie Ratkovsky, Emmanuel Episcopal
Debi Johnson, First Baptist Church - **Absent**
Gaye Rogers, Grace Lutheran
Kari Gaul, Grass Valley United Methodist
Eleanor Kenitzer, Nevada City United Methodist
Jim Schroeder, Peace Lutheran
Diane Chang, Seventh Day Adventist
Sharon Ross, Sierra Center for Spiritual Living - **Absent**
Joan Denzler, Sierra Pines Methodist
Pam Sufleski, Sierra Presbyterian - **Absent**
Jeff Hebert, St. Canice
Nancy Koring (Jeff Hebert), St. Patrick's
Judi Wade, Twin Cities
Anne Lyon, Unitarian Universalist - **Absent**

Opening Remarks

Nancy Koring resigned as board member from St. Patrick's for health reasons. Sharon Ross, representing Sierra Center for Spiritual Living, has moved. Debi Johnson, representing First Baptist Church, can no longer attend due to health reasons. Pam Sufleski, representing Sierra Presbyterian, has resigned for health reasons. Replacements will be needed for all these positions. Kari Gaul will be replacing Cheri Eckholt as the board member from GV Methodist. Thank you to all of them for their efforts as Board members.

It was confirmed we had a quorum.

Prayer was led by Pastor Todd Parker from GV United Methodist.

A motion was made by Jim Schroeder to approve the December minutes as presented. Jeff Hebert seconded the motion. The motion was approved with all in favor.

Sierra Harvest - Malaika Bishop, Executive Director

In 2019, Sierra Harvest gleaned 21,754 pounds of produce for IFM using 20+ volunteers at 29 sites with 44 gleaners and 139 volunteer hours. Sierra Harvest's main areas of focus are consumption, production, and equitable access—the latter being the biggest area of overlap with IFM. Phil pointed out that we share this produce with 12-14 nonprofits to which we provide food.

2019 Challenges - Phil Alonso and Bob Thurman

Phil pointed out that the change in development director (with Kate's early departure and Lindy leaving unexpectedly) played a factor in IFM not meeting its grant goal for the year, disrupted the donor thank you program, and highlighted the need for better documentation of key fundraising programs and processes. Bob stressed the need to fill key roles such as an assistant/backup for Ray Moore, a facility manager, and drivers. The PG&E power shutoffs emphasized the need for a backup power system so IFM can stay open to provide emergency food assistance. Dependence on Placer Food Bank led to some unexpected temporary food shortages and increased costs.

2019 Client History - Rick Kahil

Rick noted little change in client demographics from year to year. There were 3,609 families (+2.9%) served and 8069 individuals (+5.5%) served. Dollars spent on food per client visit was \$11.28 (+15.2%) and the value of that food was \$72.31. Holiday meals, in addition to regular food, were given to 3,488 families. Client demographics show 28% seniors, 26% children, and 7.7% (+1%) homeless.

885 Clients from 2012 are still clients in 2019 (89 of which are homeless). 330 clients from 2018 didn't return in 2019 and Naomi is working to get their stories to gauge our impact.

2019 Profit and Loss and Balance Sheet - John Brusher

John pointed out the \$602K revenue figure (\$490k budgeted) was due to the matching campaign which was \$44K higher than expected, the \$34k from an estate, and \$10K from Emmanuel Episcopal Church. Our individual donors continue to amaze with their generosity.

Food expenses were \$6K under budget due to Ray Moore's great procurement efforts and Placer Food Bank savings. The ending cash position is \$334.2k—exceeding the reserve requirement and almost \$100k above 2018.

2019 Accomplishments - Phil Alonso

- **Extend Reach-Zero Hunger** - Phil pointed out that of the 13,500 food insecure people in western Nevada County, IFM served 8,069 of these individuals or 60%. The goal is to reach all for zero hunger. Our partnership with United Way for Food Access Saturday is growing and this year IFM provided bags of food for the Food and Toy Run of Nevada County. The holiday meal program is a good introduction for new clients to IFM.
- **Hunger to Health-20X25** - The goal is to spend 20% of food budget on locally-sourced nutritious food by 2025. In Q1, IFM spent 3.3% on mandarins and produce from Early Bird Farms. By adding produce from Riverhill Farms, kiwis, HOLA tortillas and butternut squash, IFM spent 8.6% by Q4 on locally-sourced nutritious food. Food tastings with recipes have replaced cooking classes in an effort to introduce these new foods to clients. The IFM Garden Gals Farm produced 3,500 pounds of produce.
- **Food and Fundraising** - There was a revenue increase (not including \$34k estate) of 17% over 2018. The Matching Campaign was 15.5% higher, CalFresh contract doubled (\$1,158 to \$2,083/mo.), and of the 13 grants submitted, 12 were awarded (4 of which were new). Thanks to Seth and Marnie, the Emanuel Episcopal gospel concert raised \$1,830. Ray's food procurement was under budget by \$6k or 2%.
- **People and Partnering** - Hired Naomi Cabral as Development Director and Robert Emmett took Rita Kahil's place as Assistant Treasurer. Managed 450+ volunteers and trained new leaders. Partnerships include Placer Food Bank, Sierra Harvest and a reinvigorated partnership with Nevada County Food Bank. IFM received 67 pallets of food from Nevada County Food Bank. We received 100,000 pounds of donated food from Raley's and SaveMart.
- **Stewardship and Operation** - John Brusher stated that all financial filings have been done on time, five new policies and procedures have been instituted, and we flew through the audit with a small credit. (Congratulations, John!) IFM achieved Guide Star platinum status and Bob Thurman indicated we have received some donations due to this. Guide Star is a website where donors get information regarding nonprofits who participate. The new "big white" truck now has a team of four drivers and the double doors have been installed in Suite A, making it possible to buy food by the pallet. Shelves were installed in Suite A and a closet by a husband and wife team to improve storage capacity.

Vision, Mission, and Strategic Goals - Bob Thurman

Bob Thurman indicated the vision and mission have not changed and that no one should experience the hurt of hunger while maintaining client dignity. The goal of Zero Hunger is to extend IFM's reach to as many as need our services. The Hunger to Health component has a goal of countering and reducing the number coming in for services through education and providing healthier food.

2020 Goals - Phil Alonso

- **Zero Hunger** - To work toward reaching 100% of food insecure, IFM has a pilot program with Dignity Health to provide 300 Meals on Wheels clients with bags of food. IFM also has ideas to partner with domestic violence shelters and schools to reach more clients. IFM's goal for 2020 is to serve 8,350 unique individuals, or 62% of the 13,500 food insecure—up 2% from 2019.
- **Hunger to Health—20X25** - Expand food tasting and education program from 569 tastings in 2019 to 1000 tastings in 2020. Partner with Friendship Club to host the new dehydrator. Increase dollars spent on locally-sourced nutritious food from 8.6% of budget to 10% (\$33,000) for 2020. When the Board members were asked if this increase should be more aggressive, Jeff Hebert suggested we stay on track with 2% per year. IFM will implement client surveys to gauge impact of IFM services.
- **People and Organizational Development** - Find new ways to boost volunteer morale and make IFM fun while also creating opportunities for volunteers to apply skills in different ways. Create succession plan for Development Director, Executive Director, Client Area Manager, and Food Buyer. Recruit Administrative Assistant for Phil and establish facilities/maintenance team. Join Connecting point's Volunteer HUB and work to establish teams of volunteers to support fundraising activities and grant writing. Increase social media and online ratings & reviews.
- **Revenue and Expense** - Increase number of new donors 25% (234 to 293) with increased marketing efforts and reduce number of lapsed donors from 456 to less than 100 through donor retention efforts such as all donors receiving thank you letters. Need to update donor tools to be sure we have current addresses and correct information. Diversify revenue sources by increasing grants from 8.3% of total to 10% and begin building Planned Giving Program for launch in 2021. Establish new fundraising events (benefit concert and community dinners). Find new sources of food to save dollars while maintaining relationship with Placer Food Bank and Raley's.
- **Partnerships and Collaboration** - Continue to develop existing partnerships, such as (United Way, Sierra Harvest, Placer Food Bank, Hospitality House and Food Bank of Nevada County while fostering new partnerships with Meals on Wheels and possibly Domestic Violence and Schools.
- **Stewardship, Integrity and Transparency** - Ensure that all accounting processes continue to be in accordance with GAAP and submitted on-time to maintain GuideStar Platinum status. Obtain Charity Navigator listing. Maintain client confidentiality.
- **Operational Efficiency and Effectiveness** - Evaluate need for whole building generator (with grant funding) or other plan to minimize disruptions of power shutoffs. Consider creative food storage solutions. Update lights in Suite A to LED and install electrical to connect the big copy machine. Research requirements and grant funding to install cold kitchen by 2021. Review and enhance safety training and refine food handling practices and trainings.

2020 Operating Plan-Major Assumptions - John Brusher

- John is taking a conservative approach by projecting revenue to be \$41K lower in 2020 because there is no Gala and 2019 included \$44k of 1-time donations.
- Food expense is projected to increase 12% due to an increase of \$12k on 20X25 goal and \$16k for egg purchases the second half of the year.
- Salary expenses are projected to increase 10% due to increased hours for Naomi (CalFresh) and Steve (weekend delivery weighing) along with potential year-end bonuses.
- Operating expenses are projected to increase by 12% due to semi-annual audit (\$4k), Wendy's nutrition program (\$6.7k) and a new marketing program (\$5k).
- Cash reserves for entire year to be at, or above, our target of 4.5 times average monthly expenses.

2020 Operating Plan-Reserve Strategy - Bob Thurman

Maintain average of 4.5 months of unrestricted liquid cash in order to fund potential shortfalls in revenue and smooth cash flow. For unrestricted cash reserves in excess of 4.5 months, Board members set their first

priority as paying off the USDA building loan (remaining \$186k) and second priority as capital projects and emergency reserves. For 2020, there is projected \$99,000 for - loan pay down (\$40k), generator (\$25k), cold kitchen (\$25k), Suite A lights (\$4k), new electric pallet (\$5k).

After further discussion and explanation, Jeff Hebert made a motion that the board earmark \$99,000 for a \$40,000 loan pay down and for stated capital projects, subject to additional loan pay down to extent money not needed for those capital projects, with each capital project to be brought back to the board for approval. Motion was seconded by Janet Kelley. Motion was passed with all in favor.

Jim Schroeder made a motion to approve the 2020 proposed budget and operating plan. The motion was seconded by Eleanor Kenitzer. Motion was passed with all in favor.

Jeff Hebert made a motion to approve the slate of board officers for 2020. The motion was seconded by Janet Kelley. Motion was passed with all in favor. Joan Denzler commended the board officers for their wonderful work followed by much applause.

Bob Thurman handed out the “Wanted List” of specific volunteers needed. Bob indicated our volunteer hours total 47,043 with 449 active volunteers.

Meeting was adjourned at 11:08 a.m.

Respectfully submitted,
Maxine Palmer
IFM Secretary