



## Zoom IFM Board Meeting Tuesday, February 8th, 2022 at 9:00 a.m.

### Board Officers

Phil Alonso, Executive Director  
Naomi Cabral, Development Director  
Venus Paxton, Program Manager  
Bob Thurman, President  
Rick Kahil, Vice President  
Sandy Hakala, Treasurer  
Robert Emmett, Assistant Treasurer - **Absent**  
Laura Perry, Assistant Treasurer  
Maxine Palmer, Secretary

### Supporting Churches (no Board Reps)

Christian Science Church  
First Baptist Church  
Sierra Center for Spiritual Living

### Guests

Jan Alessi-Marrer, United Methodist, NC  
Andrea Stone, United Methodist, NC  
Pastor Suzanne Calhoun, Sierra Pines Methodist  
Reverend Kevin Tarsa, Unitarian Universalist  
Reverend Seth Kellermann, Emanuel Episcopal  
Reverend Michael Griffin, Sierra Presbyterian

### Board Members

Tim Gizzi, Calvary Bible  
Deborah Wilder, Church of Latter Day Saints, NC - **Absent**  
Carol Fegté, Emmanuel Episcopal  
Gaye Rogers, Grace Lutheran  
Kari Gaul, United Methodist, GV - **Absent**  
Eleanor Kenitzer, United Methodist, NC  
Jim Schroeder, Peace Lutheran  
Diane Chang, Seventh Day Adventist  
Joan Denzler, Sierra Pines Methodist  
Julie Clutter, Sierra Presbyterian  
Jeff Hebert, St. Canice  
Linda Grube, St. Patrick's  
Karen Hoida, Trinity Episcopal, NC  
Judi Wade, Twin Cities  
Anne Lyon, Unitarian Universalist

- It was confirmed we had a quorum.
- Prayer was led by Reverend Kevin Tarsa, Unitarian Universalist Community of the Mountains.
- Eleanor Kenitzer announced she is retiring from the Board. She lives in Sacramento and has decided to focus her life down there. She introduced Jan Alessi-Marrer who has agreed to be the new representative for United Methodist of Nevada City. She also introduced Andrea Stone who once a month has taken over the "wagon" collection of money and food that Eleanor initiated. Eleanor's smile and positive attitude will be missed by all. Bob will send a Board member application to Jan Alessi-Marrer.
- **Jeff Hebert moved to approve the November 2021 minutes as written. Jim Schroeder seconded the motion. The motion was approved with all in favor.**

### 2021 Year-end Review

#### Vision, Mission Statement and Strategic Goals (Review) - Bob Thurman

- Bob shared that IFM's vision remains unchanged. IFM will continue to work toward a community where no one should feel the hurt of hunger.
- Bob then emphasized that how we deliver continues to evolve. He said we need to continue to look forward and change as needed.

#### 2021 Challenges - Phil Alonso

- IFM's number one challenge has been a 60% loss of volunteers due to COVID.

- The number two challenge was the continued transition to a drive-thru model. Phil felt we are now committed to full drive-thru delivery and that we are settling-in to make the transition comfortable for everyone. Nearly every volunteer was impacted by this change.
- Supply chain issues and collecting client data from partnerships have also been a challenge.
- Phil shared that IFM did well in revenue for 2021 but that donor acknowledgment got off to a slow start and that we are still striving to improve in this area.
- Treat Street and Hunger Run fundraisers did not perform as expected.
- Attendance decreased for Food Access Saturday.
- Little progress was made toward the Planned Giving Program.
- COVID also limited the client education program.
- Need to develop metrics and a plan for Zero Waste even though we already repurpose a lot.

### **2021 Accomplishments - Phil Alonso**

- Hiring Venus Paxton as Program Manager has made a significant positive impact on operations. The recent hiring of Laura Perry as Bookkeeper (CDBG grant) has also been very beneficial. We were also able to recruit 50+ new volunteers but Phil emphasized that more are needed. (Phil noted that Naomi Cabral has resigned to spend more time with her daughter. There are three applicants for the position of Development Director that are being interviewed later this week.)
- Phil thanked the entire distribution and packing/sorting teams for doing an amazing job at adapting to the drive-thru model. Tables in Suite C were rearranged and some bags are now pre-loaded into carts. Suite B was rearranged for more food storage and space to build goody bags.
- In 2021, IFM was able to serve 9,763 individuals or 65.1% of the total food insecure population.
- In addition to a monthly client newsletter and a some recent food tastings, some posters created by Wendy Van Wagner are now displayed on our check-in booths.
- A client feedback survey was completed.
- IFM extended its reach through the Toy Run (270 families), partnerships with Gold Country Senior Services (200+ families), County Resource Center (60+ families) and continued success with Holiday Meal programs (Easter-762 families, Thanksgiving-1051 families, and Christmas-850 families).
- Speedee Carts (funded by the CDBG grant) is another new program that delivers food to clients unable to come to IFM to pick up food.
- 19% (\$85,000) of IFM's food budget was spent on locally grown or produced food—exceeding our goal of 15% (\$60,000) in 2021. The 20/25 Program set a goal of 20% by 2025.
- IFM's Riverhill partnership has evolved into the Good Food for All fundraising program.
- The LWW Garden Gals and Sierra Harvest gleaned a combined 32,000 pounds of produce.
- We have a new partnership with Bright Futures For Youth that is also housing our dehydrator and drying some excess produce from IFM.
- The 2020 audit was successfully completed with no issues. IFM obtained a Charity Navigator of 100 and was re-approved for GuideStar Platinum status. A healthy reserve was maintained and an investment strategy was initiated.
- COVID protocols were developed and implemented and check-in kiosks were purchased with grant money from Albertson's Foundation. Island planters were removed from the parking lot to improve traffic flow.
- Monthly deep cleaning of the facility was established by a cleaning crew from Unitarian Universalist.
- The heat/AC units (Teichert Grant) were replaced.
- The side gate was made wider to accommodate pallets.

### **Distribution Statistics - Rick Kahil**

- Compared to 2020, IFM gave out more food to fewer clients in 2021. IFM served 9,763 individuals (-13.3%) a total of 171,557 bags of food (+18%). Clients can now come in for food once a week.
- There was a spike of clients in 2020 because of COVID and participation in the Toy Run. Historically, however, the trend generally shows that IFM's client base continues to grow and expand. IFM served more clients in 2021 than 2019.
- IFM reached 65.1% of Nevada County's Food Insecure Individuals in 2021.
- Phil thanked Rick and Rita, Connie, and all the check-in volunteers for doing all this data collection and providing the reports needed to be competitive for grants, etc.

## **2021 Financial Report - Sandy Hakala and Phil Alonso**

**(3/9/22: Updates were made to the financial due to late invoices and gains realized from Baird investments.)**

- Total revenue was \$1,574,000 or 130% of actual budget. Business contributions were ahead by \$52K (179%) of actual budget because of support from local grocery stores. Individual contributions were ahead by \$460K (176%) of actual budget because of an estate (\$520K). Fundraisers were ahead by \$351K (172%) of actual budget.
- Sandy shared that we are seeing a difference in where the revenue is coming from. Grant revenue was \$35K over actual budget.
- The food budget exceeded budget by 19% (\$71K) largely due to having to pay retail for the holiday meats. This was not really an “over-budget”, however, since it was done on purpose to feed more people. We provide food to some of the partner agencies and they pay us back if they have grants or funds. Sometimes they don’t have funds, so we absorb the cost.
- Sandy stated that our current cash balance is a little over \$1,794K. She feels we need to re-visit our investment strategy.
- We paid off the USDA loan on the building in January 2021 and currently have total assets of \$2,710,371.46.
- Maxine shared that it is advantageous to have a healthy savings account so we can participate in large grants. The CDBG grant (\$465K) requires IFM to put out the money for the new truck, generator, and other grant expenses. Then IFM must submit forms for reimbursement from the county/federal government. These reimbursements from the government can take several months.
- Bob shared that people with large estates actually go to Charity Navigator and GuideStar to see an organization’s financial status and if they are well-run. Being financially sound makes us well-positioned to do great things.
- Rick said our good reputation results in estates coming after us. We haven’t had to pursue them.
- Phil shared that with our R.W. Baird account, we’re set up to accept stock donations.

## **Revenue from Fundraisers in 2021 - Phil Alonso**

- The revenue for the Match Campaign was \$223,552—up from \$187,284 in 2020.
- Revenue for the Hunger Run was \$5,200—up from \$2,185 in 2020.
- Sponsor a Family brought in \$277,600—down from \$301,465 in 2020.
- The revenue for Good Food for All was \$16,100—up from \$2,475 in 2020.
- Marc’s matching brought in \$7,000—down from \$16,750 in 2020.
- Estate/Will donations were \$520,000—up from \$360,000 in 2020.
- Facebook fundraisers brought in \$4,009—down from \$16,229 in 2020.
- There were also food drives at various churches, grocery stores, schools, neighborhoods, and clubs.

## **Grant Summary for 2021 - Phil Alonso**

- IFM was awarded a total of \$669,400 from grants in 2021.
- The CDBG grant for \$465,000 will be spent over a period of two years (2021/2222).
- EFSP-CARES for \$63,400 is a carry-over and is to be used for food.
- Other grants received were California Nonprofits (\$25,000), CSBG (\$50,000), EFSP-Phase 38 (\$7,500), BriarPatch (\$6,000), and Community Resiliency (\$25,000). IFM also received a combined amount of \$27,500 from Soroptimist, WestAmerica Bank, Teichert and other grant funders..

## **2021 Donor Metrics - Phil Alonso**

- Phil thanked Robert Emmett and Naomi for their work keeping track of all our donations and donors. He also thanked Karen Poskus, Jim Schroeder, and Naomi Cabral for their work on donor acknowledgments. They made 1,210 calls, sent 3,417 postcards, mailed 2,400 individual letters, and sent 1,300 tax letters.
- There were 1,439 donors in 2021 which is 191 (12%) less than in 2020.
- The average donation per donor rose \$106.00 (23%).
- Compared to 2020, there were 293 (44%) fewer new donors in 2021.

## **2021 Marketing Metrics - Phil Alonso**

- Facebook followers numbered 1,310—up from 1,163 in 2020.

- Instagram followers numbered 316—up from 200 in 2020.
- We had 2,648 newsletter subscribers—up from 1,930 in 2020.
- For the Matching Campaign, 2,044 letters and 2,600 e-mails were sent—up from 1,895 letters and 1,930 e-mails in 2020.
- For Sponsor a Family, 1,708 letters and 1,850 e-mails were sent—down from 1,720 letters and 1,930 e-mails in 2020.

### **Cal Fresh (Food Stamps) 2021 - Phil Alonso**

- This year we've seen volunteers doing less and staff doing more for Cal Fresh. Steve is finding that most clients already know about Cal Fresh and that he is focusing his approach on new IFM clients.
- According to the line graph presented, approximately 113 clients were called. Approximately 67 clients started applications. Approximately 60 clients actually completed the applications.

### **2022 Plan and Budget - Building on Our Mission**

#### **Strategic Goals - Phil Alonso**

- 1. Zero Waste** - This is a new strategic goal. It is important we focus on how we feed as many people as we can. This includes such things as repurposing of food and waste prevention. We will continue to send food waste to pig farmers and recycle non-food waste. To comply with SB1383, we will implement a pilot waste diversion program. Other zero waste projects include the new E-waste fundraiser at IFM, the work of LWW Citizens Who Care and supporting other groups doing "Zero Waste" work. A Zero Waste Committee will be formed.
- 2. Hunger to Health** - We hope to serve 11,000 unique individuals in 2022 or 81% of the 13,500 food insecure individuals in Nevada County. We will work to improve client access, use locally-sourced food when possible and consider the environmental impact of our decisions. We initially had a goal of 20/25 or 20% of the food budget for locally grown or produced food by 2025. We now plan to spend 20% (\$90K) of the food budget for locally grown or produced food in 2022. Locally grown or produced is food grown/produced within 120 miles of Grass Valley. We will partner with Bright Futures to use the new dehydrator, continue the monthly newsletters, expand the garden program with two new locations, and define the "Perfect Set of Grocery Bags" by season to ensure a well-balanced diet is offered to clients.
- 3. Partnerships and Collaboration to Extend Our Mission** - We will work on defining current partnerships and pilot new programs. We hope to continue to extend our mission through Speedee Carts/home delivery.
- 4. Stewardship, Integrity and Transparency** - We will work to renew GuideStar Platinum status, seek impact rating from Charity Navigator and renew it, provide public access to all financial records as requested, ensure that all accounting is done in accordance with GAAP, and ensure that client and donor information remains confidential.
- 5. People and Organizational Development** - We plan to focus on recruiting and retaining volunteers, develop successors for key IFM positions, encourage volunteers to join various committees and try new volunteer opportunities, stay current with all HR policies, strive for zero accidents and zero food borne illnesses, and provide first aid and CPR training for staff and key volunteer positions.
- 6. Operational Efficiency and Effectiveness** - We will enhance the drive-thru model for long-term, replace the roof and explore a parking lot cover with solar, develop options for increased storage capacity, educate clients regarding expiration dates and comply with county health requirements.
- 7. Revenue and Expense** - We plan to increase number of donors and how much they donate by 5%. We will work to improve donor retention and cultivate relationships with businesses and partners. We hope to maintain our relationship with Placer Food Bank and Raley's to save dollars while also looking for new sources of food. We will develop an early strategy to avoid retail cost for holiday meat and will refine procurement strategy for locally-sourced food. We will also develop a long-term facility strategy and home delivery.

#### **2022 Proposed Budget - Sandy Hakala**

- **Revenue** - Total projected revenue for 2022 is \$944K. Sandy expects business and individual contributions to remain about the same and she took a conservative approach on the fundraisers (-15%). She reduced expectations for grants by 47% due to COVID relief opportunities going away. She added \$94,000 on

operations that will be reimbursed by the CDBG grant. Sandy did not include \$200K in CDBG fixed assets (truck, generator) in the revenue or expenses.

- **Expenses** - Total expenses are budgeted at \$893K for 2022. Sandy kept the food budget at \$450K (the amount actually spent in 2021) with holiday meats at retail price. By getting holiday meats at a reduced price this year, this budget allows more money for increased prices for other foods. We also have operational reserves if we need more money for food than budgeted. This budget increases the staff expense by 30% for expanded staff and merit increases. The CDBG grant covers \$43K in staff costs. CDBG grant projects account for the 59% increase in operations expense.
- **Breakdown of Food Budget** - The \$450K food budget includes \$385K for IFM food, \$30K for partner food, and \$35K for holiday food, with 20% of the total budget (\$90K) to be spent on locally produced or grown food. We plan to revisit the food budget periodically with the Board and will constantly reassess. Diane Chang expressed concern that we be cautious about reducing food options—especially protein. Protein sources are valuable to our clients. Peanut butter was not offered to our clients for months and is recently offered only to certain groups. Bob said we will define the perfect bag and provide that. Rick Kahil shared that Placer Food Bank now has peanut butter for 22 cents a jar again—at least for now. To buy it retail costs approximately \$1.69 per jar, nearly eight times higher.

#### **2021 vs. 2022 Expense Allocation - Phil Alonso**

- Administrative expense in 2021 was less than 1% of the total budget. The proposed 2022 budget allocates 1% for administrative costs.
- Food expense in 2021 was 92% of the total budget, when including the value of the donated food as part of the total budget. For 2022, we plan to spend 93% of the total budget on food.
- The cost to operate the food program was 6% of the total budget in 2021. In 2022, we plan to spend 4% of the total budget on the operating costs of the food program.
- Fundraising costs were 2% of the total budget in 2021 and we plan to keep it at 2% in 2022.
- Jeff Hebert said these allocations reveal why people should donate to IFM.

**Motion #1 - Jeff Hebert moved to approve the 2022 Operating Plan & Budget as presented. Carol Fegté seconded the motion. The motion was approved with all in favor.**

**Motion #2 - Anne Lyon moved to approve the following Board officers for 2022: President - Bob Thurman, Vice President - Rick Kahil, Treasurer - Sandy Hakala, Assistant Treasurer - Robert Emmett, and Secretary - Maxine Palmer. Joan Denzler seconded the motion. The motion was approved with all in favor.**

Board members were reminded that volunteers are needed for check-in, as drivers, for the Fundraising Committee, and for the Zero Waste Committee.

The next Board meeting will be March 22nd at 9:00 a.m. by Zoom.

Respectfully submitted,  
Maxine Palmer  
IFM Secretary