

MANNA FOOD BANK
BOARD OF DIRECTORS MEETING
May 17, 2017

TODAY'S MEETING: 5:00 P.M. TO 6:30 P.M.

**LOCATION: MANNA, LAUREL'S KITCHEN, 627 SWANNANOA RIVER RD or
Conference Line 866-740-1260 Access Code 2993663**

**The mission of MANNA Foodbank is to involve, educate and unite people
in the work of ending hunger in Western North Carolina.**

Our vision is a hunger-free WNC.

AGENDA

1. Call to Order – Melody Dunlop
 - Reading of the mission and vision
2. Consent Calendar – March 2017 minutes
3. Framing the Future: Review of Goals and Objectives – Hannah Randall
4. Finance Report – Sage Turner, Nancy Flippin
 - March quarter and nine month financial results
5. Development Report – Jim Mathews, Mary Nesbitt
6. Advocacy Next Steps - Hannah Randall
7. Sourcing Report – Jill Hanson
8. President's report – Melody Dunlop
9. CEO's report – Hannah Randall
10. Old Business
11. New Business
12. Adjourn

Materials and Reminders:

Advocacy Session Summary – WNC Non-Profit Pathways
Blue Jean Ball, Saturday, June 3, 2017

As a courtesy, please silence your cell phones during the meeting

**MANNA FoodBank
Board of Directors Meeting**

Date: March 15, 2017	Begin Time: 5:00	End Time: 6:30	Total Time: 1 hr. 30 m.
Members Present: Judy Butler, Chuck Cloninger, Mary Davis, Melody Dunlop, Ron Edgerton, Jeff Grindstaff, Bud Hughes, Jim Mathews, Rasheeda McDaniels, Scott McLean, Steve Metcalf, Louise O'Connor, Karen Olsen, Jerry Prickett, Robert Simmons, Sage Turner			
Staff Present: Hannah Randall, CEO, Jill Hanson, COO, Nancy Flippin, CFO, Mary Nesbitt, CDO, Matt Farr, Volunteer Coordinator			
Members Absent: Jo Ray and Allen King			
Member/Topic	Discussion/Recommendations/Conclusions	Action/Follow Up/Resolution	
Call to Order	Melody Dunlop called the meeting to order and presided. She called on Jeff Grindstaff to state the mission and vision of MANNA FoodBank.		
Consent Calendar	The minutes of the February 15, 2017, Board meeting, which were previously distributed, were approved.	Approved.	
Feeding America Audit- Hannah Randall and Scott McLean	Copies of the audit results and the cover letter to the board were distributed to all board members in attendance. A brief discussion followed summarizing the findings in the report. Scott McLean went on to discuss the board survey which was recently completed. This board self-assessment was requested by FA in the audit report with the results due back to FA within 90 days of the report date (February 15, 2017). Areas of agreement in the board survey included: the mission and vision of MANNA, the preparation and adherence to the monthly meeting agenda, the ethical standards of MANNA, the support of the CEO and the understanding of the role the volunteers play within the organization. Areas for improvement were more hands on opportunities for board members and more opportunities to get to know each other.		
Staff Presentation- Matt Farr, Volunteer Coordinator	Matt gave an excellent presentation to the board sharing the results of a recent volunteer survey that he had completed. 204 individuals responded to the survey in addition to 24 group leaders. MANNA has expanded roles for volunteers in recent years so the input from the survey was invaluable in identifying what motivates people to volunteer and what motivates the volunteers to stay.		
Development Committee –Mary Nesbitt	Mary briefed the board on three upcoming parties with a purpose to be held in the next several months. In addition, Walmart's Spark Change campaign will run from March 28, 2017 through April 25, 2017. This event has the individual cashiers soliciting contributions from customers as they are checking out. The goal this year is \$150,000. Mary specifically asked board members to thank Walmart cashiers and staff for doing this if we are in the stores during the event. Louise also provided a BJB update.		
Executive Committee – Melody Dunlop	Melody reminded board members that their log of volunteer hours is due by the end of June.		
CEO's Report – Hannah Randall	A pilot produce distribution event will be held on Saturday, April 22, 2017. This will be a direct client distribution event with the goal being to get more fresh produce out to people in need during		

	peak produce months. This event will be held at MANNA.	
Advocacy-Hannah Randall	Hannah briefed the board on her recent participation in the Federal Anti-Hunger Conference in Washington, D.C. and the following day of meetings with staffers of the NC congressional delegation. Although MANNA does not support partisan politics in nonprofits and the nonprofit community, there are issues being addressed in Washington that impact our clients. Topics discussed included: immigration issues, the free and reduced lunch program in schools, the SNAP program and the sharing of client information with immigration officials. The upcoming advocacy training for the board will be held on April 10 from 2-5 PM with Greg Borum as the speaker. All board members are encouraged to attend.	
Old Business	None.	
New Business	None.	
Next Board Meeting	At 5:00 pm in Laurel's Kitchen, 627 Swannanoa River Road, May 17, 2017	
Hard Copies/Handouts Distributed at Meeting	Board meeting agenda, Feeding America audit report with a letter to the board and a committee membership summary.	
Adjournment	6:30 p.m.	

Submitted this the 29 day of (March, 2017)

Judy Butler, Secretary

MANNA FOODBANK STRATEGIC PLAN 2015-2020

MANNA's Vision:

A hunger-free WNC

MANNA's Mission:

To involve, educate and unite people in the work of ending hunger in WNC

Core Values:

Accountability
Integrity
Compassion
Collaboration

Preamble:

To make significant progress in our vision of a hunger-free WNC, we must increase access to nutritious food for those currently in need and disrupt the cycle of spending trade-offs that perpetuate the instability of low income households. We will achieve that by seeking ways to leverage our core competencies in food procurement and distribution to engage in cross-sector community partnerships designed to broaden awareness of the consequences of food insecurity and improve the health, housing, and economic well-being of the people we serve

Guiding Principles:

- The involvement and utilization of community volunteers at all levels of the organization is essential to our success
- Food safety and the safety of our staff, volunteers and partners are paramount in all aspects of our operations.
- We will fully serve our 16-county service area to ensure an equitable distribution of resources.
- We will conduct our operations with dignity and respect for all.
- We are a non-partisan organization and will maintain that approach in the presentation of issues and in all advocacy efforts

FRAMING THE FUTURE

Strategic Plan Implementation for FY 2017-18

Key Challenges:

- New president and administration creating volatility and uncertainty regarding issues that impact low-income citizens (i.e. ACA, SNAP, etc)
- Managing our collective impact work in nutrition without additional staffing

GOAL	STRATEGY	MEASUREMENT
<p>Collective Impact</p> <p>Leverage our core competencies to promote community collaborations that help people we serve become healthier and more food secure</p> <p>Five Year Approach: MANNA will explore how its expertise in food procurement and distribution can be aligned with organizations from the nonprofit, government, corporate and philanthropic sectors to create a coordinated approach to providing increased opportunities for self-sufficiency for the clients we serve</p>	<p>-Utilize lessons learned from the Hunger & Health Pilot to inform sustainable future programming on the intersection of hunger and health; expand from 6 to 12 clinics; create a plan to make initiative sustainable; identify additional health partners beyond Mission</p> <p>-Identify funding sources that are looking for collaborations</p> <p>-Community funding for geographic areas to help agencies increase their services</p>	<p>-Meet milestone deliverables from Mission Grant (if awarded)</p> <p>-Identify health indicators with Mission in summer of 2017</p> <p>-Identify 3 new funding opportunities</p> <p>-Identify 3-5 funding opportunities for our partner agencies</p>
GOAL	STRATEGY	MEASUREMENT
<p>Food Supply and Distribution</p>		

Increase the concentration of nutritional food and increase efficiency of food procurement and distribution.

Five Year Approach: Procure, handle, warehouse, and distribute food in an efficient, safe, and cost-effective manner, with attention to increasing fresh produce and minimizing waste

Food Sourcing

- Increase retail pounds
- Implement donor acknowledgement system in partnership with development

Distribution

- Increase new outlets to existing partners by looking at non-traditional distribution strategies (extending operating hours, Saturday mobile and onsite)

Implement F2E strategies:

- Analyze ways to code/categorize our products including F2E designations
- Develop & implement a pilot to categorize foods in Co-op or SAM into F2E groups

Improve warehouse efficiencies:

- Analyze movement of product between 623 & 627 for further efficiencies leading to increased distribution, particularly around fresh produce
- Analyze vertical storage capacity in 627 (cooler, freezer, dry)
- Establish order pick metrics and standards
- Maintain inventory accuracy at 98% (audited)

Waste

- Enhance waste program with a new attention to inbound quality check processes:
 - Quality control education for drivers and receiving staff
 - Tracking inbound waste vs. in house waste

- 3% increase over calendar year
- complete system implementation

- Increase total distribution to 17.6 million lbs, a 3% increase
- 5% increase in fresh produce distributed in WNC

- Create recommendation for future tracking, determine feasibility of use at the partner agency level.
- 5% increase in trackable F2Es in Co-op or SAM

- Complete analysis for product movement & storage capacity
- Develop recommendations for ways to improve efficiencies
- Create baseline for future metrics and analysis
- 98% or higher inventory accuracy (audited)

- Decrease waste to 5% of receipts, a 5% decrease in overall waste
- Decrease waste on produce to 10% of receipts
- Implement new tracking system

GOAL	STRATEGY	MEASUREMENT
<p>Network Partners</p> <p>Strengthen our network partners to increase their capacity to</p>	<p>Improve Food Flow and Incentivize Best Distribution Practices in our Partner Network</p> <ul style="list-style-type: none"> • Implement network resizing plan to ensure equitable distribution • Research tiering structure options for FY18/19 • Utilize MANNA Express distribution model to move more perishable foods 	<ul style="list-style-type: none"> • Agencies resized, in collaboration with Ops • Formal recommendation on tiering our network partners • ≥ 50 ME deliveries carrying predominantly F2Es for a total of 500,000 lbs for year

serve our community.

Five Year Approach: Further develop the Zone approach to provide localized customer service, capacity building, continuous improvement, and monitorin of partner agencies. Work with local communities to explore creative models of partnership and alternatives in how people are served.

Address Service Gaps

- Implement strategies for addressing service gaps identified in Spring 2017
- Maintain MPIN compliance in all counties, with effort to increase poundage in lowest 4 counties

Improve Compliance to FA Member Agreement

- Improve timeliness and consistency of compliance activities

Improve our ability to analyze partner and community engagement efficacy

- Implement a CRM assisted structured partner outreach approach with the intent of cultivating and nurturing partner relationships

Utilize trained department volunteers to support Compliance and Capacity Building Efforts

Cultivate a Culture of Nutrition and Health in our Partner Network (dependent on funding)

- Create opportunities for peer to peer best practice sharing
- Facilitate Dietetic Internships with local education institutions
- Continue providing education and training on Nutritional Nudges

- Increase meal equivalents to identified target areas by 3%
- 3% increase in MPIN in the 4 lowest scoring counties

- Completed SOPs for 5-7 internal processes
- 100% network compliance on Food Safety Training and Monitoring

- CRM set up and utilized by zone staff

Involving

- 2x/yr in person visits to EFP in outer zones (tbd for Buncombe)
- 1x/yr in person visit to all other partners (tbd for Buncombe)
- 1 community stakeholder meeting/quarter (attend or convene)

Educating

- 1 monthly Nutrition Works events with partner agency and nutrition staff/volunteer each zone
- 1 quarterly hunger education or advocacy talks per county
- 1 Food Safety Training per quarter

Uniting

- 1 Talking Council per county per year
- 4 Zone wide meetings
- 1 MANNA facilitated, partner agency collaboration/zone/year
- Maintain 40 department volunteers (20 ME, 10 monitors, 10 Nurtirion)
- 1 Networking for Nutrition conference
- 4 mentor/peer Nutritional Nudge relationships
- ≥4 Dietetic interns supporting nutrition efforts
- ≥ 24 Nudge Activities (2 per month) at distribution sites

- Increase printed and web-based resources for partners engaging in health and nutrition efforts

- conducted by MANNA staff and volunteer **
- Improved web page for Nutrition resources
- 12 newsletter submissions focused on nutrition & health

Recipe & nutrition cards available at all nudge activities **

GOAL	STRATEGY	MEASUREMENT
<p>Children and Client Services</p> <p>Strengthen direct service programs, including FNS (food stamp) outreach and MANNA Packs for Kids, to provide year-round access to food for children and families.</p> <p><u>Childhood Hunger Programs</u></p> <p>MANNA Packs and a summer address the needs of children living in food insecure households. In addition, MANNA will continue to explore new approaches to address the need.</p> <p>Five Year Approach:</p> <p><i>FNS Outreach</i> -- MANNA will build on the early success of the MANNA Food HelpLine to identify and assist people eligible for food stamps, in addition to direct in-person outreach.</p>	<p><u>MANNA Packs and Summer Packs</u></p> <ul style="list-style-type: none"> -Develop a sustainable strategy for funding operation and growth of MANNA pack program -Continue development of "produce to kids" pilot ("P2K") -Promote and recruit schools to participate in theCommunity-Supported Student Pantry model -Increase Summer Pack distribution (pending funding) -Promote outside marketing resources to children/families in MP/SP bags -Improve efficiencies around: order process, product flow, space -Maintain Feeding America Child Hunger Programs compliance standards <p><u>FNS Outreach</u></p> <ul style="list-style-type: none"> -Implement changes in HelpLine marketing plan based on analysis of 16-17 marketing plan -Maintain current level of helpline volunteer efforts including the number of trained volunteers and helpline hours -Geographic expansion of existing support for clinic referral pilot -Increase number of completed apps and recerts 	<ul style="list-style-type: none"> - Increase annual number of MANNA packs distributed to 12% (5050) of kids on free lunch -Begin pilot to 4 counties -Add 2-4 additional school sites and provide technical assistance as needed; collaborate with development and AR to identify schools looking for a community partner -Increase number of counties or sites in established counties as funding allows -Include FNS, Nut Ed, partner promotional fliers minimum 1x month (9 months) -4-6 processes with a written SOP -Complete 2-year monitoring and site compliance manual -Begin 1st year site visits -Increase total number of incoming helpline calls to 3500, representing a 15% increase. -Maintain approximately 12 fully trained HelpLine volunteers -Increase number of counties involved from 3 to 5 if funded -Increase number of completed FNS apps/recerts from 1650 to 1700 (3% increase)

	-Maintain current level of physical FNS Outreach activities	-Maintain at least 40 hours per week (160 hours per month) of physical FNS outreach presence at partner agency sites
GOAL	STRATEGY	MEASUREMENT
<p>Advocacy</p> <p>Position the MANNA network as a leader in the community-wide discussion of hunger in WNC, with an action agenda to address it.</p> <p>Five Year Approach: Define the role MANNA will play to influence public policy and leverage government resources to alleviate food insecurity, including active participation in coalitions with compatible goals. Design a series of audience-specific presentations on hunger to educate the community and provide a "call to action". Develop a comprehensive communications plan that includes the media, social networking, and other creative avenues to increase public awareness of the issues and how to engage in addressing them.</p>	<p>-Conduct poverty simulations with specific calls to action required</p> <p>-Board to develop next steps subsequent to advocacy training</p>	<p>- Conduct 8 -10 poverty simulations</p> <p>-Board committee creates annual advocacy plan</p>
GOAL	STRATEGY	MEASUREMENT
<p>Information Technology</p> <p>Improve and strengthen our</p>	<p>- Evaluate and make recommendations on inventory software</p> <ol style="list-style-type: none"> 1. Conduct user needs assessment 2. Evaluate with ECCA if current software's capabilities will meet needs 	<p>-User needs assessment is conducted</p> <p>-Research Primarius and other software applications with other food banks</p>

<p>infrastructure to create more effective and sustainable delivery of our core services.</p> <p>Five Year Approach: Convene focus group of IT experts and system users to help MANNA assess the needs for the future; conduct internal focus groups to ensure staff needs are incorporated into the plan; solicit RFPs from partners that have been identified as solution providers; choose provider and implement plan as outlined</p>	<p>3. Identify other possible solutions if current software cannot be expanded to meet needs</p> <p>- Evaluate and make recommendations on client data tracking</p>	<p>-In depth discovery calls are conducted with ECCA to evaluate Primarius potential</p> <p>-Assimilate data from FA test pilots</p> <p>-Conduct indepth assessment of MANNA needs</p>
GOAL	STRATEGY	MEASUREMENT
<p>Resources</p> <p>Expand and Diversify our financial and human resources to create greater stability for the organization and its future</p> <p>Five Year Approach: Conduct assessment of staff development needs and design and implement a plan to respond; develop a succession plan for senior staff positions; conduct in-depth analysis of current donor base and identify areas that need to be strengthened; create a plan to diversify revenue streams, including demographics as well as geographic concentrations.</p>	<p>Financial:</p> <ul style="list-style-type: none"> -Create annual plan to meet annual fundraising goal -Continue to implement win-win strategies to increase fundraising efforts in our full 16 county service area, with priority focus on Henderson, Highlands/Cashiers, Haywood - Strategically expand our donor base of support through direct marketing acquisition, targeted community outreach, social media engagement and multi-channel fundraising in order to reverse multi-year downward trend in new donors - Continue our targeted, multi-dimensional donor retention/engagement strategies for new, mid-level and major donors - Develop and implement a year-round, comprehensive Volunteer Engagement Plan including an increased focus on multi-generational engagement - Develop and implement innovative fundraising strategies to expand and diversify MANNA’s donor base - Aggressive prospect research and pursuit of new grant opportunities for our priority core programs and new initiatives. - Strategically create and host educational events in order to promote Legacy Giving. 	<ul style="list-style-type: none"> - Meet annual goal of xxx - Increase donor retention rate from 49%- 55% - Increase number of new donors by a minimum of 10% (from 1788 to 1967) - Increase 2nd year donor conversion rate to from 49 to 53% -Implement annual plan -2-3 new strategies -identifying 3-5 new grant funding sources -host a minimum of 2 educational events

Identify and leverage relationships with volunteers at every level to improve our core abilities, broaden our support network and influence decision makers.

'- Develop annual communications plan

Human Resources:

A. Conduct annual managerial/supervisory talent assessment with sr. leadership to identify bench strength and skill gaps

B. Develop cross training and knowledge transfer plans for identified single source roles

C. Build an annual HR Training plan addressing overall organizational needs

D. Establish individual development planning guidelines and process for documentation and tracking;

E. Develop process for department staff level talent assessment

F. Conduct annual EE survey using FA platform

-plan is developed and documented

Human Resources:

A. Needs for training & development will be identified; 1-2 specific skill gap areas will be targeted & formal training options will be vetted and implemented

B. Action plans with timelines will be created for 2 of the identified SS roles

C. Quarterly HR training agenda will be developed with first deliverable Q3

D/E. Conduct staff talent assessment for non-supervisor positions; provide support to supervisors in creating development plans

F. Assess effectiveness of 2016-17 EE responses based on 0017-18 survey; create new action plan as needed

Manna Food Bank
Statement of Financial Position

Reporting Book:
As of Date:

ACCRUAL
04/14/2017

	07/01/2016 Through 03/31/2017	Year Ending 06/30/2016	Month Ended 3/31/2106	Net Change since 6/30/16	Notes
		Actual	Prior Fiscal Year		
Asset Accounts					
Current Assets					
Cash and Cash Equivalents	958,025.97	1,116,010.47	1,612,651.49	(157,984.50)	1
Receivables					
Contributions & Grants Rec	322,979.49	510,544.31	296,465.79	(187,564.82)	2
Other Receivables	178,730.11	243,524.72	169,105.53	(64,794.61)	3
Total Receivables	501,709.60	754,069.03	465,571.32	(252,359.43)	
Other Curr Assets	41,858.06	130,433.58	995,419.29	(88,575.52)	4
Total Current Assets	1,501,593.63	2,000,513.08	3,073,642.10	(498,919.45)	
Long Term Assets					
Investments					
Long Term Investments	1,149,377.34	1,199,231.53	1,308,876.00	(49,854.19)	
Long Term Receivables	35,553.88	35,553.88	209,338.60	0.00	2
Property & Equipment					
Fixed Assets	6,568,825.05	6,454,640.80	5,208,581.18	114,184.25	
Accum Dep'r	1,879,715.94	1,669,984.49	1,909,479.88	209,731.45	
Total Property & Equipment	4,689,109.11	4,784,656.31	3,299,101.30	(95,547.20)	
Inventory	688,646.21	688,646.21	681,146.92	0.00	
Total Long Term Assets	6,562,686.54	6,708,087.93	5,498,462.82	(145,401.39)	
Total Asset Accounts	8,064,280.17	8,708,601.01	8,572,104.92	(644,320.84)	
Liabilities and Net Assets					
Short-term Liabilities					
Accounts Payable	107,703.03	141,455.84	344,752.82	(33,752.81)	
Accrued Liabilities	152,826.98	303,777.95	146,857.28	(150,950.97)	PTO accruals
Deferred Revenue	9,411.87	8,635.37	9,784.14	776.50	grants on agency account
Note Payable - Current Portion	0.00	351,081.80	153,296.74	(351,081.80)	Line of credit has been paid off!
Other Short-term Liabilities					
Short-term Liabilities	10,900.92	64,846.17	30,269.73	(53,945.25)	employee withholdings not yet paid
Capital Lease Obligation	6,548.88	(753.51)	3,992.13	7,302.39	
Total Other Short-term Liabilities	17,449.80	64,092.66	34,261.86	(46,642.86)	
Total Short-term Liabilities	287,391.68	869,043.62	688,952.84	(581,651.94)	
Long Term Liabilities					
Capital Leases	25,394.46	43,634.28	43,634.28	(18,239.82)	
Total Liabilities	312,786.14	912,677.90	732,587.12	(599,891.76)	
Net Assets					
Net Assets	7,795,923.11	7,812,141.11	7,787,864.69	(16,218.00)	
Change In Net Assets	(44,429.08)	(16,218.00)	51,653.11	(28,211.08)	
Total Net Assets	7,751,494.03	7,795,923.11	7,839,517.80	(44,429.08)	
Total Liabilities and Net Assets	8,064,280.17	8,708,601.01	8,572,104.92	(644,320.84)	

Notes:

- 1- Restricted cash balance is \$367,011 with remaining balances unrestricted
- 2- Total receivable balance for capital campaign is **\$124,649** (includes current and long term); other balances are for operations and programming
- 3- Other receivables are for agency share, reclamation, sales tax refund, and other misc activities
- 4- Other current assets are prepaid expenses and freezer/coolers not yet distributed

Manna Food Bank

Statement of Activities - All Funds

Reporting Book:
As of Date:

ACCRUAL
04/12/2017

	Operations			YTD Act as % of YTD Budget	Notes
	Jul - Mar 2017	Jul - Mar 2017	Prior YTD		
	03/31/2017	Budget YTD	3/31/2016		
	Actual YTD	FY_2016-17	Actual	Summary	
Revenues					
Cont & Grants: Private	2,265,614.89	2,092,533.00	2,419,635.35	108.27 %	1
Bequests & Planned Giving	39,653.96	60,000.00	0.00	66.09 %	2
Gov't Grants & Contracts	489,999.26	537,173.44	577,820.39	91.22 %	3
Special Event Income	131,411.22	116,000.00	107,793.59	113.29 %	4
Earned Income	982,040.95	950,999.94	1,006,337.44	103.26 %	5
Other Income	15,151.50	2,999.94	7,558.66	505.06 %	
Total Operating Revenues (excludes non-cash & gains/losses)	3,923,871.78	3,759,706.32	4,119,145.43	117.41 %	
Wages & Benefits					
Wages	1,523,699.41	1,550,890.97	1,524,493.34	98.25 %	
Payroll Taxes	117,517.39	128,934.23	141,318.35	91.15 %	
Employee Benefits	340,517.52	370,429.54	392,964.69	91.93 %	
Total Wages & Benefits	1,981,734.32	2,050,254.74	2,058,776.38	96.66 %	
Other Employee Expenses	19,989.80	33,815.69	27,741.89	59.11 %	
Professional Services					
Other Professional Services	46,367.08	58,054.62	66,128.19	79.87 %	
Direct Mail Exp	84,800.00	95,400.00	154,179.42	88.89 %	
Total Professional Services	131,167.08	153,454.62	220,307.61	85.48 %	
Supplies	103,971.45	108,439.08	97,083.67	95.88 %	
Equipment	30,398.49	39,375.13	37,056.49	77.20 %	
Travel	29,626.11	37,736.14	30,818.60	78.51 %	
Printing	16,512.46	33,962.14	35,114.54	48.62 %	
Advertising	13,404.99	15,724.91	13,857.38	85.25 %	
Postage	43,528.20	52,326.96	33,459.70	83.19 %	
Occupancy	84,266.23	98,060.24	109,206.02	85.93 %	
Insurance	21,388.05	17,426.97	17,796.27	122.73 %	6
Freight & Handling					
Vehicle Operating Expenses	84,472.18	98,675.98	78,328.51	85.61 %	
Freight	68,508.61	104,608.94	69,427.42	65.49 %	
Handling Fees	18,100.26	34,250.00	31,271.03	52.85 %	
Total Freight & Handling	171,081.05	237,534.92	179,026.96	72.02 %	
Product Purchasing	1,087,097.36	856,835.91	1,014,768.91	126.87 %	7
Program Expenses	61,915.47	79,606.69	66,454.68	77.78 %	
Communications	21,810.87	23,681.48	28,913.95	92.10 %	
Total Fees, Dues, Taxes, Financing	65,351.89	48,269.47	55,596.30	135.39 %	8
Misc Expenses	1,342.48	3,355.00	7,716.75	40.01 %	
Total Operating Expenses (excluding pass thru, depr, non-cash)	3,884,586.30	3,889,860.09	4,033,696.10	109.73 %	
Change In Operating Net Assets	39,285.48	(130,153.77)	85,449.33		
Rest Cont Roll Forward	219,014.00	50,000.00	79,053.00		
Adjusted Change in Operating Net Assets	258,299.48	(80,153.77)	164,502.33		
Other Revenues					
Gains/Losses	(4,188.45)	0.00	(363.93)		
Non-Cash Cont	388,918.96	0.00	266,070.04		
Invest Income	105,823.39	0.00	(73,234.54)		
Other Expenses					
Pass Thru Expenses	354,758.67	3,749.94	3,983.30		
Depreciation	214,708.26	196,904.05	170,220.95		
Non-Cash Expenses	34,549.13	0.00	98,100.77		
Change in Net Assets per GAAP	144,837.32	(280,807.76)	84,668.88		

Notes:

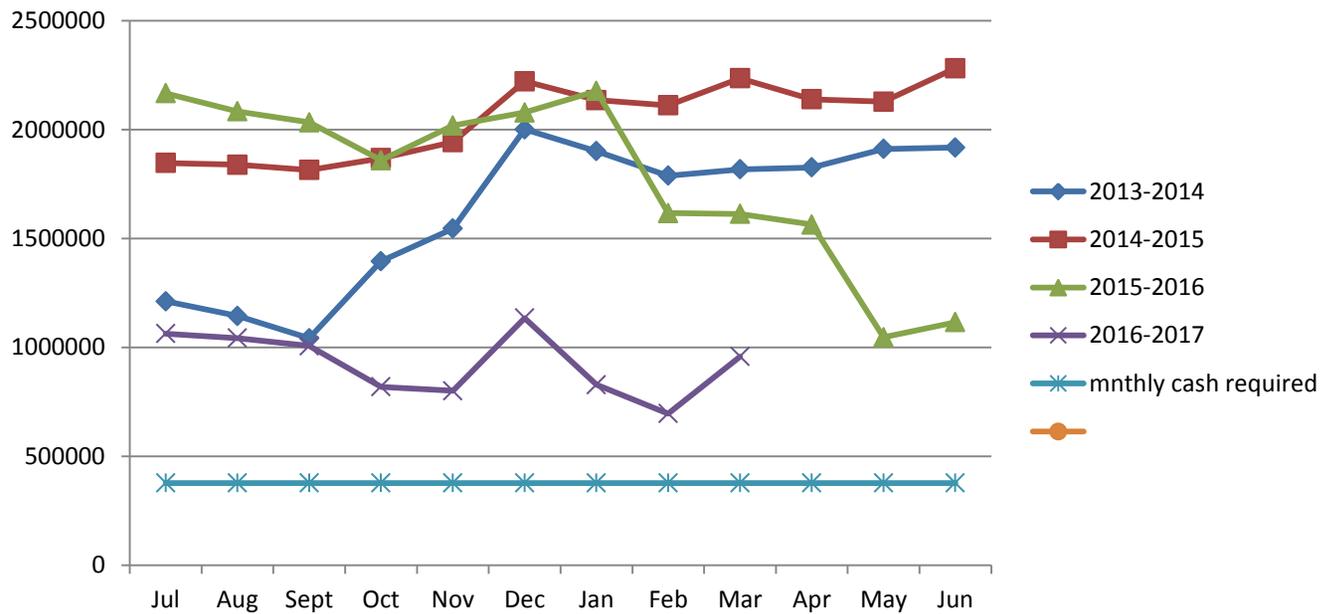
Revenues: Overall, revenues are tracking 17% ahead of budget YTD; we have continually seen a pickup in revenues beginning in December so we are very optimistic that we will meet or exceed our budget for the year

- 1- We are happy to report that, through the incredible efforts and creativity of our development team, we are currently exceeding budget projections for contributions. This is in spite of the fact that the direct mail vendor continues to grossly under perform. Mary has had some very direct conversations with them and has been able to negotiate them down on the fees they are charging through the end of the year to offset some of the loss of revenue.
- 2- In addition to the 2 undesignated bequests, we have received \$32,510 designated for the Capital Campaign
- 3- All three of the gov't contracts are reimbursement contracts; the grant for food purchase is a timing issue only for earning the funds; the expenses for FNS may be under what we originally budgeted so it is possible that we will not earn the full amount; the TEFAP grant is based on distribution of product received--we can only estimate year to year the total amount of food we think we will receive and its value to estimate the amount of funds we will earn.
- 4- We are on track to meet or exceed our budget for special events for the year
- 5- Coop receipts are 19% ahead of budget while agency share fees and reclaim scanning fees are slightly under budget.

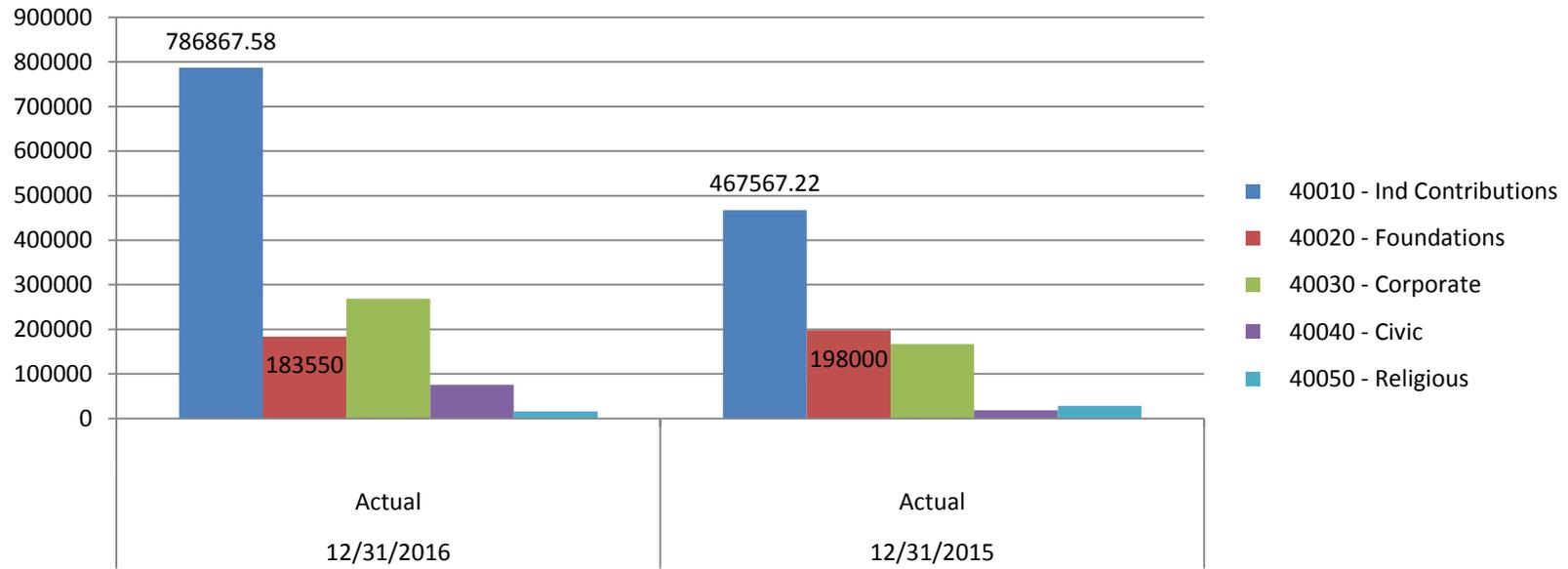
Expenses: Overall, we continue to be under budget on almost all categories of expenses

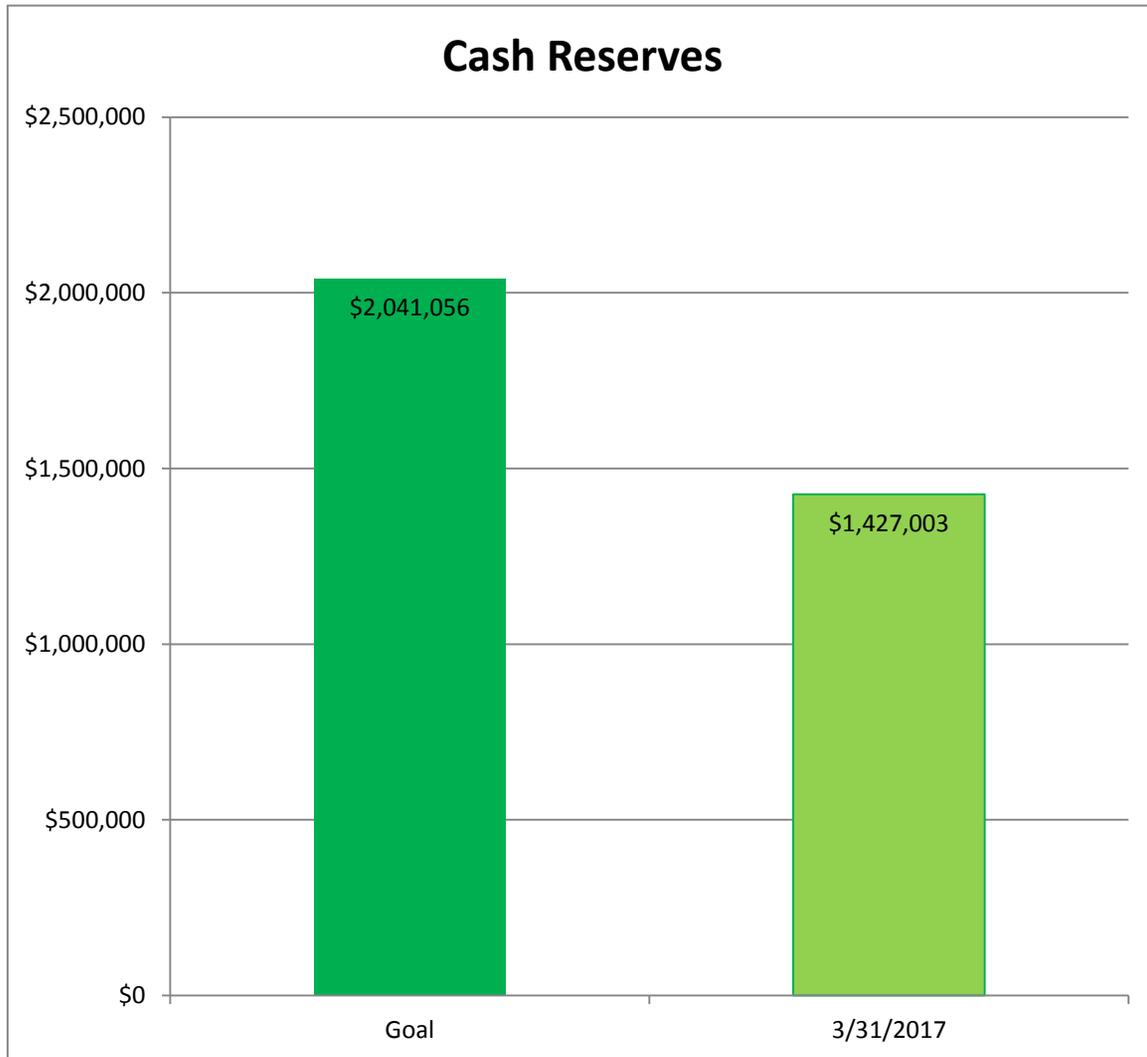
- 6- We overlooked the D&O insurance coverage when creating the budget which is why expenses exceed the budget.
- 7- We have unbudgeted food purchases tied to unbudgeted restricted grants specifically for this line item
- 8- We have corrected the way we record sales tax on coop product ; however we did not create a budget for this line item

Comparison of Cash Balances



Comparison of Revenues by Sources Jul - Dec





The Goal for 2016-17 is 5.4 months with the ultimate goal to be 6 months reserve



Advocacy for Nonprofits – WNC Nonprofit Pathways

Report Prepared for MANNA FoodBank

April 20, 2017

Introduction

We are pleased to submit this summary of the Advocacy for Nonprofits Training that was conducted on April 10, 2017, for MANNA FoodBank.

Our hope is that this information will support you in your efforts to strengthen your infrastructure and organization as you further develop your impact in our community.

I. Purpose

The purpose of this training is to help your organization develop a new and important avenue for leadership – public policy advocacy. The ultimate goal is for each Advocacy training to be followed by additional organizational development to strengthen your group's infrastructure and service to the community.

This is a confidential engagement. The organization participating in the training may choose to share some or all of this report, as appropriate, with stakeholders beyond the board and staff.

II. Approach

Greg Borom and Jennie Eblen served as the trainers on this project. The steps of the training included:

- Organization leadership spent brief preparation time with the trainer (pre-survey response attached).
- The training was held, including the following agenda:

I. Introduction – Defining advocacy and policy and policy advocacy

II. Fundamentals of Advocacy – Key elements and “in practice” examples. Board members learned about and discussed each of six categories:

- Why should nonprofits do advocacy?
- How does public policy impact the organization?
- The values-based advocacy model
- What is needed to begin a public policy campaign?
- What kind of actions might our organization take?
- How to evaluate advocacy work?

III. Prioritizing Our Work on Advocacy – What are 2–4 of the most important priorities for your organization to move ahead with planning an advocacy program? What next steps will we commit to?

- Board members attending were:
 - Bud Hughes
 - Janet Owens
 - Chuck Cloninger
 - Jeff Grindstaff
 - Jim Mathews
 - Judy Butler

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- Karen Olsen
 - Louise T. O'Connor
 - Mary C. Davis
 - Melody Dunlop
 - Rasheeda McDaniels
 - Ron Edgerton
 - Scott McLean
 - Steve Metcalf
- Staff members attending were:
 - Hannah Randall, Executive Director
 - Amy Meier
 - Nancy Flippin
 - Jill Hanson
 - Mary Nesbitt
 - A record of the group discussion was prepared (see section III, below).

III. Organization's Findings

Below are comments from the group discussion.

Policies that impact clients of the organization
<p>After small group discussions, the following ideas were shared back to the full group:</p> <ul style="list-style-type: none"> • Federal reduction in SNAP & WIC, drug screenings for benefits – both of these take food out of households • Free/reduced lunch impact children and that program can't be replaced by donations • Able-bodied adult provision for SNAP benefits is challenging in WNC because there is a lack of transportation and many adults with mental health issues • Possible removal of the charitable donation deduction • Immigration policies, health care, living wages – all of these impact foodbank clients • Medicaid expansion – increased health costs mean spending trade-offs for families who may not have money to pay for food

Discussion on creating Values, Principles, and Policy Directions for the organization
<p>We reviewed the mission and values. MANNA FoodBank has the building blocks for this model and we worked in small groups to brainstorm principle statements that linked to their stated values.</p> <p>Mission Statement: Our mission is to involve, educate, and unite people in the work of ending hunger in Western North Carolina. Our vision is a hunger free WNC.</p> <p>Values:</p> <ul style="list-style-type: none"> • Accountability • Integrity • Compassion • Collaboration <p>Four small groups chose "Collaboration" and provided the following ideas for principle statements:</p> <ul style="list-style-type: none"> • Leveraging impact, joining with other organizations to speak up

- We are more powerful together.
- Building a larger fence for discussing issues, telling a bigger story on poverty and hunger.
- We support collaboration with community partners across the continuum (donors, volunteers, sites) working to eliminate food insecurity [questions raised of possible broader statement: eliminating poverty or underlying causes of food insecurity]
- Common message to refute misconceptions on food insecurity
- Collaborating with business to make distribution efficient, solving the problem with a public/private solution

The small group choosing “Accountability” offered these ideas:

- We’re accountable to different constituencies and it means: stewardship of money, resources, and product; safety through food management, food recalls, work environment, and employee pride; and food policy awareness – to be at the table, educating and holding decision makers accountable

Small group choosing “Integrity”:

- Two kinds of integrity: organizational and integrity/consistency of our positions regardless of issue or problem
- Our role: Not just to feed people but to make sure people are fed

Small group choosing “Compassion”:

- Everyone deserves food
- Dignity
- People shouldn’t be afraid

IV. Priorities

At the conclusion of the training, the board members and staff were asked to talk about next steps, questions and priorities on moving forward from the training. MANNA FoodBank has a history of doing advocacy with elected leaders – including lobbying. There was confirmation that the board and staff engaged in this work are doing a good job, but that the board needs to engage at another level and set a framework for advocacy. There was consensus support for continuing to develop a Values-Based model.

The group identified next steps that included the following:

- Look at creating a committee for a two step process: addressing immediate needs for policy advocacy happening now and developing a values-based framework for the organization
- Review and work more on values/principles in order to be more fluent with them
- Have a discussion on how MANNA manages the public policy advocacy function to answer questions around staff/committee/board involvement and responsibilities.

Additional recommendations from the consultants (these are added to this report by the consultant):

During the initial “word association” warm-up with the terms “Advocacy” and “Public Policy” the group displayed a much more positive view of public policy than other groups the trainers have worked with. The group offered definitions that public policy is something that is a greater good and addresses population health. This positive view will be important to communicate to volunteers, donors, staff, and clients as the organization moves towards a more defined public policy advocacy process and activities.

MANNA FoodBank does have experience with policy advocacy. However, the decision-making infrastructure and embrace of this work is not well-defined at the board level. In this way, the organization is more advanced with

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understanding the benefits of policy advocacy than others we've trained, but still has work to do to integrate this into board culture and develop transparent/accountable infrastructure for board/staff/volunteers.

The consultants encourage MANNA FoodBank to move forward with the identified next steps. The consultants believe that taking time to fully develop principles and policy directions and create the infrastructure for decision-making and communication between board and staff will be critical for ensuring that leadership feels comfortable with policy advocacy efforts. One possibility for follow-up is training around the messaging worksheet in the handouts since we didn't have time to cover that in the training.

V. Future Capacity Building and Evaluation

We hope this training leads to future "capacity building" in key areas, which can help strengthen your group's infrastructure as well as your service to the community. **Specifically, your organization is eligible for up to four hours of "follow up support" from the trainer in the next four months. Here are the parameters:**

- Work is usually done by phone or email; on-site can sometimes be negotiated, at the trainer's discretion.
- Topics must be related to the priorities determined in the training.
- Sample uses of Advocacy follow-up time include: Assistance completing the Values, Principles, Policy Directions and identifying possible advocacy campaigns; Reviewing/adopting internal decision-making/prioritization processes for choosing advocacy campaigns.

Talk with your trainer about utilizing this important resource.

Additionally, for evaluation purposes, Pathways will be contacting your organization to ask about progress on the identified priorities – as a way to measure the success of this process.

Thank you for your participation and commitment to Board leadership.

Organizational Pre-Survey for Board Advocacy Workshop with WNC Nonprofit Pathways

To be completed by the Director and Board Chair in advance of the board training.

1. What is your organization's experience with advocating to elected leaders on policy issues?

We regularly speak up on policy issues with elected leaders.- MANNA has gone through busier and not busier times interacting with elected officials, but in the past couple of years, we have had multiple in person, phone, and email interactions with elected officials at the federal, state, and local levels. One of our staff has attended Feeding America's Advocacy Academy and has had at least 5 in-person meetings with federal and state elected officials in the past year. The CEO was in DC within the last month and had appointments with the staff of both senators and the Representative Meadows. We have frequent interactions with state elected officials through both the CEO, outreach coordinator, and a board member who works in Raleigh at the legislature.

2. What is your organization's experience educating your board/volunteers/stakeholders about public policy decisions that impact your programs/community?

We have some experience.- In the past, MANNA has had some focus on public policy, particularly those that directly relate to hunger such as SNAP/FNS and child nutrition programs. MANNA sends calls to action when requested by either the State Association of Food Banks or Feeding America. However, we have recently expanded our policy discussions to other issues affecting poverty, the prevailing cause of hunger.

Please share your mission statement (and vision statement if you have one):

Our mission is to involve, educate, and unite people in the work of ending hunger in Western North Carolina. Our vision is a hunger free WNC.

Does your organization have a list of values it has adopted? If yes, please share your values:

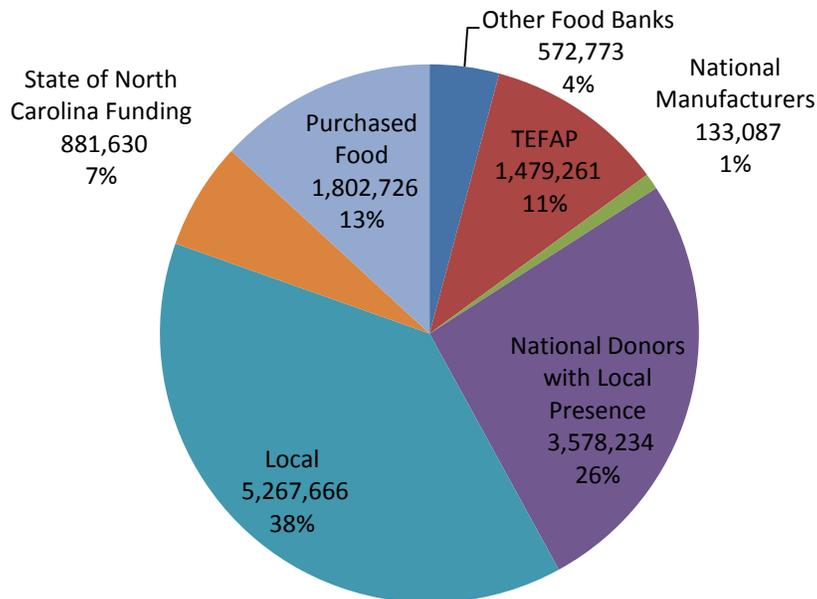
Accountability, Integrity, Compassion, Collaboration

MANNA FoodBank Food Receipts and Distribution FY 2016-17 3Q YTD

Pounds Distributed

	WNC	Other Food Banks	Total
FY 15-16	10,722,399	951,769	11,674,168
FY 16-17	11,518,963	1,422,699	12,941,662
% Change	7%	49%	11%

Pounds Received



FY 2016-17 YTD Receipts Comparison

	FY 15-16 YTD	FY 16-17 YTD	% Change
Other Food Banks	1,074,829	572,773	-47%
TEFAP	1,415,346	1,479,261	5%
National Manufacturers	363,995	133,087	-63%
National Donors with Local Presence	3,174,153	3,578,234	13%
Local	4,109,102	5,267,666	28%
State of North Carolina Funding	592,809	881,630	49%
Purchased Food	1,751,133	1,802,726	3%
Total	12,481,367	13,715,377	10%

Produce Receipts and Distribution

	Total Receipts	Distribution to WNC Agencies Only (Not Other Food Banks)	Distribution to Other Food Banks	Total Distribution	Total Percent of Produce Receipts Distributed
FY 15-16	3,581,289	2,599,575	863,560	3,462,835	97%
FY 16-17	4,835,051	3,073,327	1,349,562	4,422,889	91%
% Change	35%	18%	56%	28%	-6%