REDWOOD EMPIRE FOOD BANK

Redwood Empire Food Bank Board Retreat – April 18,2015

BoardWorks™: Better Governance, Better Leadership

Liz Callahan, MA, ACC

FULL SPECTRUM COACHING

Redwood Empire Food Bank Board Retreat – April 18, 2015

BoardWorks™: Better Governance, Better Leadership

READING OF 16 LETTERS

??????

Why is this so hard?

It's complicated

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NOT IN MY EXPERIENCE IF ENGAGED

Board Roles: Influenced by Life Cycle

Operational → (Governance) ≈



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GETS FUZZY

Board Roles: Influenced by Life Cycle



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Outer Role: Legal Duties of Board Members – Duty of Care

Duty of Care

- Ask questions
- Read materials to prepare for meetings
- Attend meetings
- Deliberate and decide
- Make appropriate decisions
- Exercise reasonable oversight
- Oversee compliance
  - Evaluate the e.d. annually



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Outer Role: Legal Duties of Board Members – Duty of Loyalty

Duty of Loyalty

- Disclose personal conflicts of interest or personal gain
- Adhere to conflict of interest policy
- Disclose information relevant to decision-making or oversight role
- No special benefits
- No impropriety
- No disclosure of confidential information about organization to others
- Speak with one voice



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Outer Role: Legal Duties of Board Members – Duty of Compliance

Duty of Compliance

- Know and comply with local, state, and federal laws
- Actions consistent with mission
- Compliance with all reporting rules
- Proper use of all documents governing the organization
- Address problems by taking action
- Insist on disclosures required by law
- Set ethical tone for the organization



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"PAY ATTENTION"!

COMPLIANCE

LEGALLY CONSTITUTED BODY FULFILLING OBLIGATIONS OF ORGANIZATION

Board Roles: Governance and Support

Governance	Support
• Outside-in	• Inside-out
• Legally constituted body	• Not required by law
• Functions as group	• Functions as individual
• Non-Negotiable Role	• Negotiable Roles
• Hires, evaluates, fires, sets compensation for executive director	• As invited by executive director/staff

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BOARD ROOM → GOVERNANCE
CEO & CFO
HIRING + FIRING
RESPONSIBILITIES

SUPPORT → OUTSIDE IN SOCIETY
↓
NO LAW REQUIREMENT
↓
VOLUNTEER

The Traditional Paradigm

- Board as the "boss" of the executive director
- Top-down management
- Delegation of day-to-day operations but with close supervision and oversight
- Biggest issue: micro-management



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"DOES NOT WORK"

GOVERN. BY "FIAT"

CEO GOVERNS/RUBBER STAMP BOARD

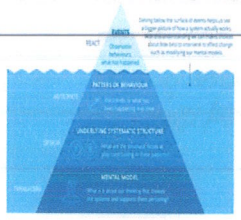
Strategic Meetings

- Board and management think together about strategic priorities and strategic drivers
- Board structure is flexible and mirrors organizational priorities
- Board meetings are content-driven and varied – outsiders are welcome

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BOARD MEMBERS ARE THE ARCHITECTS NOT THE CONTRACTORS OR LABORERS
≈ (GENERATIVE THINKING)

Generative Thinking



Everyone does it

Sense making

- Noticing actions
- Identifying patterns of behavior
- Describing underlying systems
- Transforming mental models

Frame decisions, not make them

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(1) IDEAS FIRST
(ICEBERG MODEL)
VERY LITTLE OF WHAT WE OBSERVE IS ABOVE THE WATER
BOARD NEEDS TO THINK ABOUT WHAT'S GOING ON BELOW THE WATERLINE.

Generative Governance

It's not about coming up with management solutions. It's about working with management to understand and make sense of the problem.

- Thought partnership
- Overseeing generative work
- Initiating generative work
- High tolerance for ambiguity
- Demands a high level of trust and respect

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WORKING W/ (MANAGEMENT)
("SENSE MAKING")

Generative Meetings

- Forget dysfunctional politeness and group think – encourage diversity
- Work at the boundaries: external and internal – invite outsiders in
- No rules/new rules



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NO RULES BUT AND POSITIVE INTENT

HOW CAN WE BE MORE EFFECTIVE??

Fiduciary Governance

Exercising our duties of care, loyalty, and compliance...

better and more creatively



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(2)+(2)+(4)=(8)= WRITTEN ITEMS

GENERATIVE DISCUSSIONS
STRATEGIC DISCUSSIONS

Top 2: HOW DO WE DEFINE EFFECTIVE OF PROGRAMS?

IMPACT OF CHANGING DEMOGRAPHICS?

Fiduciary Governance

Board business
- Term limits
- Board meeting attendance
- Board training, orientation
- Responsibilities of board members
- Board self-assessment
- Committee structure
- Board agendas

Possible questions for consideration:
- *Does our current committee structure serve the organization?*
- *Are board members clear on what is expected of them? If so, are they delivering?*
- *Should we schedule routine executive sessions at the end of board meetings?*
- *What cyclical issues should we calendar in advance?*
- *How do we cover fiduciary, strategic and generative topics in our meetings?*

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Fiduciary Leadership

- Sustainable business model
- Practices that reflect our values
- Policies that reflect our values
- Modeling accountability

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FAIRLY NEW THINKING
i.e "COMPENSATION PRACTICES"
IS CHEAPER BETTER & WHY?

VERY IMPORTANT!
HARD TO FULFILL COMMITMENTS!

Operationalizing the Theory: Structure

- When it comes to committees: fewer is better
- Standing committees:
  - Finance
  - Executive
  - Governance (maybe)
- Distinguish between governance and support (organizational) – e.g., fund development
- Program and Personnel – why?

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Operationalizing the Theory: Meetings

- Revise the board agenda
  - Don't squander your meetings
  - Send reports in advance – clarifying questions only
  - Use consent agenda
  - Agendize strategic and generative discussions
  - Stick to governance; adjourn for support
- Mix it up: silent starts, breakouts, surveys, etc.
- Evaluate meetings – individually & over time

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Operationalizing the Theory: Recruitment

- No more skills-based matrix
- Answer this question: With whom do we want to think?
- Invite diverse perspectives

"With Whom Do We Want To Think"

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Closing Thoughts

- Do not do in board meetings what you can do at home in your pajamas.
- Create the kind of experience you would wish on your best friend.
- Remember you are doing this instead of doing *everything* else in the world. Have fun!



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Contact Info

Please feel free to contact me with any questions.

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Flip Chart Notes from 4.18.15 Retreat
Strategic and Generative Governance Questions for 2015/16
Redwood Empire Food Bank

Strategic Governance

1. What will the impact of the drought be on REFB's current client base? Can REFB grow its client base in light of the predicted food shortage?
2. What legislative strategies should REFB be advocating vis-à-vis food policies

Generative Governance (in order of votes received)

1. How do we define success/impact? How will we know if we're effectively fulfilling our mission? How will we know if we're going off the rails?
2. What is the impact of changing demographics on:
    - Donors
    - Clients
    - Relationships
    - Preferences
    - Engagement
    - Etc.
3. What might affect/impact our service delivery?
    - Competitors
    - Drought
    - Economy
    - Partners
    - Uber/Lyft-type disruptions
    - Optimal size of REFB to sustain effectiveness
4. How does the board define and communicate its function/role to the rest of the organizaton?
5. Impact of 2016 elections
6. Healthcare-related roles
    - Nutritional education
    - Malnutrition
    - Etc.

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REDWOOD EMPIRE FOOD BANK

Agenda
REFB Board Retreat
Saturday, April 18, 2015
3990 Brickway Boulevard, Santa Rosa
8:30 – 4:00

Facilitator: Liz Callahan
Retreat design team: David Guhin, Suzy Marzalek, Suzanne Smith, Barb Spangler, Jean Larson, David Goodman

Retreat Objectives:

- Understand how to exercise leadership as a governing body
- Gain clarity around the differences between the board's and the staff's areas of accountability
- Identify specific discussions and activities appropriate to the governance role to undertake in 2015/16
- Build trust and deepen relationships

1. Gathering and breakfast 8:30
2. Welcome, check-in, agenda review, agreements for the day, icebreaker* 9:00
3. BoardWorks™, Part 1: Board and staff accountabilities – please note: we will take a 15-minute break around 10:30
4. Debrief/reflections on the morning
   Lunch
5. BoardWorks™, Part 2: Strategic, generative and fiduciary governance – we will take a 15-minute break around 2:30
6. Debrief/reflections on the afternoon and day
7. Completion

*Please see cover email for pre-retreat homework

Jim Barnes

From: Liz Callahan <liz@lizcallahancoaching.com>
Sent: Friday, April 10, 2015 2:02 PM
To: daultonh@exchangebank.com; sagekase@vom.com; judyfarl@gmail.com; petegolis@mac.com; jbgriff@sonic.net; david.guhin@gmail.com; dguhin@srcity.org; bkunkle@abbeylaw.com; Rebecca.LaLonde@kp.org; slarson@ucanr.edu; equustoo@sbcglobal.net; smaass@oliversmarket.com; suzymarz@gmail.com; eric.mchenry@mac.com; dmeekins@fcbconnect.com; mscherf@bpmcpa.com; swilford@comcast.net; barbara_spangler@att.net; pedrot@phealthcenter.org; rwendler@rocketmail.com; Jim Barnes
Cc: 'David Goodman'; Jean Campbell Larson
Subject: REFB Board Retreat - April 18, 2015
Attachments: REFB Retreat Agenda_board packet.docx; Workplan for FYE 2015 Board Summary.docx

Hello REFB board members.

I am looking forward to meeting and working with you at your retreat on Saturday, April 18th.

The attached agenda is a high-level overview of the day, and represents the best thinking of your retreat design team – David, Suzanne, Suzy, Barb, David, and Jean – and me. We have put together a day that is designed to provide you with new ideas about governance, as well as ample opportunity to discuss, debate and decide on how to apply those ideas at REFB.

In addition to honing your skills as board members, board retreats are a great vehicle for learning about each other and deepening relationships. Toward that end, we are asking you to do a little homework before the retreat. Here is your assignment:

1. Write a *one-paragraph* letter to REFB's clients.
2. Use the letter to share with them whatever you are interested in sharing: your perspectives on their situations; questions you may want to ask them; a personal experience with poverty; what you hope to accomplish as a board member on their behalf, encouragement, feelings, etc. There is no way of doing this exercise wrong, unless, of course, you don't do it at all – which I hope you won't consider an option.
3. Please type your letter and print it out on plain, 8-1/2' x 11" white paper. Do not sign your name.
4. **Bring your letter to the retreat.**

We will read the letters during the ice breaker exercise. You won't be asked to read your own letter and all the letters will be anonymous, which is why I'm asking for uniformity in the way the letters look – no letterhead, nothing hand-written, no attribution.

I am also attaching REFB's 2015 Workplan, the organization's current plan for operationalizing the strategic plan. Please take a few minutes to review it, particularly Strategies V.2.19 – V.2.22, V.2.23.3, V.2.23.4, V.2.24 (pages 6 & 7) and the strategies listed under Goal #3 (p. 9). You will be reflecting on how to provide strategic leadership through your governance role, and it makes sense for your focus to be in alignment with REFB's strategies. Appropriately, most of the Workplan is quite operational in nature, and, therefore, not within the purview of the board, but the strategies highlighted have some potential for board engagement.

Please join me in thanking the design team for all their hard work. Their guidance and thought partnership were invaluable.

I am happy to answer any questions you may have about the agenda or the assignment. Feel free to email or call. And thank you, in advance, for doing your homework.

Best,

Liz

Liz Callahan, MA, ACC

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REDWOOD EMPIRE FOOD BANK
BUILDING PARTNERSHIPS TO END HUNGER

Workplan for FY 2015

Mission

To End Hunger in Our Community

Vision Statement

The REFB is the leader in hunger relief. We respond to the immediate needs of people seeking help through the provision of healthy food and nutrition education. We pursue long-term solutions to food insecurity through public policy and the development of partnerships with civic, faith-based, corporate and government organizations and, most importantly, individuals in our community.

P=	*Programs*	*F=*	*Finance*
O=	*Operations*	*A=*	*Admin*
D=	*Development/ Communications*	*V=*	*Volunteers*
		VM=	*Value Market*

Goal # 1: Deliver and support effective programs to eliminate hunger and improve nutrition for the people we serve.

Strategy P.1.1. Institutionalize and continue to improve the evaluation, refinement and Best Practices of the REFB's safety net of programs in order to adequately serve all demographics of people in need of food resources.

Tactic P.1.1.1. Monitor & evaluate all programs for compliance and quality improvement.

Strategy P.1.2. Increase service by 1/4 million pounds by establishing new and/or expanding existing programs.

Tactic P.1.2.1. Utilize known data and completed surveys to close gaps in service.

Strategy P.1.3. Resume AMP It Up and BackPack Projects.

Tactic P.1.3.1. Review, refresh, refine, expand and implement these programs.

Strategy P.1.4. Resume Every Child, Every Day Summer Hunger Initiative.

Tactic P.1.4.1. Review, refresh, refine, expand and implement program.

Strategy P.1.5. Continue to evolve the Diabetes Wellness Program.

Tactic P.1.5.1. Continue to serve existing participants with food, support, and nutrition education and open project up to new participants

Tactic P.1.5.2. Work with the Feeding America team to promote the work and findings of the

program.

Strategy P.1.6. Utilize the Community Kitchen to its fullest potential.
Tactic P.1.6.1. Create Value Added product.
Tactic P.1.6.2. Pilot preparing food for an REFB meal program.
Tactic P.1.6.3. Conduct cooking classes.

Strategy P.1.7. Strengthen and expand Agency relations and support.
Tactic P.1.7.1. Continue to enhance support of Agencies' hunger-relief work.
Tactic P.1.7.2. Institute a Grassroot Fund of account credits to sustain and increase an Agency's ability to continue food distributions.
Tactic P.1.7.3. Collaborate with Operations to create two new sections in the Agency Shop with product specifically geared to Homeless feeding programs and Snack programs.
Tactic P.1.7.4. Continue to meet food safety training & monitoring standards as required by Feeding America.

Strategy P.1.8. Work with Value Market management to strongly support and promote services as needed including procurement of food, outreach to agencies and marketing to food recipients.

Strategy D.1.9. Development to continue to build relationships with partner agencies through both Development and Programs staff.
Tactic D.1.9.1. Establish goals for partnership and interaction with agencies to further our mission.
Tactic D.1.9.2. Development/Communications work with Programs to collaboratively create and produce materials to support relationships with Agencies.

Strategy P.1.10. Consider new approaches to Cal Fresh application assistance.

Strategy VM.1.11. Develop and implement a coherent marketing and outreach plan to expand the Value Market into a thriving grocery store, increasing low-income individual shoppers, including from the airport business park area, and utilization by agency partners.
Tactic VM.1.11.1. Expand product selection for core customer base including Hispanic Community, WIC, Calfresh, Seniors and Veterans.
Tactic VM.1.11.2. Investigate developing Value Market signature products utilizing the commercial kitchen.
Tactic D.1.11.3. Explore recruiting a Value Market intern to help with marketing, communication, printed material and social media for the store.
Tactic D.1.11.4. Continue to evaluate effectiveness and results of marketing and outreach, adjusting plan as needed.

Strategy VM.1.12. Strengthen relationships with vendors and local businesses and growers to obtain the best prices possible and leverage donations from manufacturers.
Tactic VM.1.12.1. Develop stronger relationships with Oliver's and Whole Foods.

Strategy VM.1.13. Train and empower existing Value Market staff clerks to increase productivity and skills.

Goal # 2: Ensure the financial, physical and human resources needed to sustain the growth, long-term viability and operational excellence of our organization.

Strategy D.2.1. Develop comprehensive Fundraising Plan, including Donor Retention and Cultivation, for fiscal '15 by end of July 2014, based on the framework of "Acquire – Renew – Upgrade" with appropriate goals to support delivering effective programs to eliminate hunger and improve nutrition for all people we serve.

Tactic D.2.1.1. Development team to strategize on the most effective stewardship and cultivation of all donors (including retention of capital campaign donors as annual supporters) to increase engagement in the mission of the REFB.

Tactic D.2.1.2. Incorporate a workable Action Plan in the Fundraising Plan to track activity and results monthly allowing timely plan revisions as needed to achieve revenue goals.

Tactic D.2.1.3. Incorporate a Strategic Grants Plan to adequately support programs, operations and capital needs.

Tactic D.2.1.4. Incorporate a Business Engagement Plan, identifying opportunities for businesses and corporations to engage with the REFB.

Tactic D.2.1.5. Incorporate a Planned Giving/Legacy Gift Program.

Tactic D.2.1.6. Incorporate volunteers in Fundraising Plan.

Strategy D.2.2. Continue to shape Direct Mail program to fit various demographics of our donor database and prospects.

Strategy D.2.3. Increase efficiency and effectiveness of Food and Funds Drives.

Strategy D.2.4. Actively pursue and support outside benefit events with a goal of raising $145,000.

Strategy D.2.5. Continue evaluation and innovation in fundraising efforts and activities.

Tactic D.2.5.1. Continually evaluate value of current activities defined in the Fundraising Plan, continue and expand those that are most effective and productive; improve or discontinue those that are determined to have least promise.

Tactic D.2.5.2. Keep current with Bay Area Food Bank regional and Feeding America fundraising efforts and ideas, report on findings for Development review and analysis.

Tactic D.2.5.3. Analyze and evaluate all current systems, policies and procedures pertaining to fundraising activities as part of Fundraising Plan and investigate new and innovative methods, developing and implementing opportunities for maximization of the new facility for donor engagement and fundraising activities.

Strategy D.2.6. Create a comprehensive Communications Plan that guides the voice of the organization.

Tactic D.2.6.1. Implement new Brand Guidelines.

Tactic D.2.6.2. Create Keys Messages, working with Programs, for the year to guide printed, mail, web communications.
Tactic D.2.6.3. Organize, manage and expand Photo Library.
Tactic D. 2.6.4. Recruit Communications Intern in order to maximize communications efforts and expand presence in the community.
Tactic D.2.6.5. Develop standardized REFB presentations and tours, train staff to give tours.
Tactic D.2.6.6. Communications and Development to create an Annual Report to best reach our target audience; document to be distributed in January '15.
Tactic D.2.6.7. Continue to evaluate effectiveness of website in terms of design, look and ease of use, keeping it engaging, informative, interactive, up-to-date and fresh.

Strategy O/A.2.7. Explore ways to make the building work for the REFB through earned income opportunities such as rental of the community room.

Strategy O.2.8. Establish a Building Improvement Fund with maturing Capital Campaign pledges.
Tactic O.2.8.1. Assess and evaluate building systems for lifetime expectancies and/or replacement, preventive maintenance projects, upgrades or improvements.
Tactic F.2.8.2. Create guidelines for use of Building Fund.

Strategy O.2.9. Continue to evaluate infrastructure needs for Brickway building and property and work to raise funds and to find donated items.
Tactic O.2.9.1. Assess vehicle and equipment requirements, including upgrading, additions and replacement, for current and future program and operation needs.
Tactic O.2.9.2. Continue to develop and implement Primarius for inventory control and tracking of food deliveries, orders, distributions and general administrative functions of operations.
Tactic O.2.9.3. Continue pursuit of efficiencies for operation of food bank vehicles.

StrategyO.2.10. Continue expanding the training of food safety food defense and general building safety for warehouse operations related to staff, equipment and distribution sites.
Tactic O.2.10.1. Continue regular warehouse and driver general operations safety meetings.
Tactic O.2.10.2. Continue regular warehouse meetings to include equipment safety, food safety, food defense safety, sanitation, regular cleaning methods and organization for efficiencies.
Tactic O.2.10.3. Regular Drivers meetings to include equipment safety, food safety, sanitation, vehicle cleaning, road protocols and awareness.
Tactic O.2.10.4. Develop procedures and protocols for all REFB staff safety training, to include Program Coordinators, volunteers and volunteer leads.

Strategy O.2.11. Continue developing, refining and promoting standardized building operating procedures for all staff and volunteers for building systems, including security, fire and live safety administration office, warehouse, Agency Shopping and Value Market.
Tactic O.2.11.1. Continue to update operating procedures, as necessary, for staff, volunteers, volunteer leads and volunteer drivers.
Tactic O.2.11.2. Continue to update operating rules for warehouse staff related to palletizing orders safely and efficiently.

Strategy O.2.12. Achieve excellence in cleanliness, order, and documentation in compliance with AIB Consolidated Standards for Distribution Centers.
Tactic O.2.12.1. Maintain a cleaning schedule, and documentation, that keeps our equipment and facilities in excellent repair and orderly condition.
Tactic O.2.12.2. Communicate with other food banks, food manufacturers, and food distributers to find systems that are effective
Tactic O.2.12.3. Prepare and participate in a scored audit with AIB and Feeding America to achieve excellence as well as efficiencies in the receiving and delivering of safe and secure food products.
Tactic O.2.12.4. Continue to monitor and reinforce immediate cleanup of spills or food product debris from warehouse floor, loading docks, Agency Shopping area or other building and surrounding building areas.

Strategy O.2.13. Continue to develop facility operational guidelines and procedures necessary for optimum functioning of the REFB at 3990 Brickway Boulevard.
Tactic O.2.13.1. Establish priorities for constantly maintaining the building parking lot and grounds in good repair at all times.
Tactic O.2.13.2. Encourage accountability and cooperation between Partners, Agencies and REFB internal staff to maximize production, reduce waste, and build a solid, dependable resource for food distribution, providing for open discussion and internal response procedures to address issues that might reduce productivity.
Tactic O.2.13.3. Expand training for regular facility maintenance of equipment, vehicles, building systems to create a safe, productive environment.
Tactic O.2.13.4. Develop Standard Operating Procedures that provides for the health, safety and unity of purpose between REFB staff and Departments.

Strategy O.2.14. Continue to evaluate infrastructure at Brickway ensuring that the right tools for optimal warehouse staff and volunteer production are in place.

Strategy O.2.15. Establish preparedness procedures and training in case of emergencies.
Tactic O.2.15.1. Contact local agencies, Fire and Police to establish relationships and protocols.

Strategy O.2.16. Develop Food Resourcing opportunities with local suppliers, food manufacturers, and retail enterprises for donated food products for purposes of accessing all available food opportunities for our agencies and distributions.
Tactic O.2.16.1. List all food suppliers, manufacturers and retail enterprises in Sonoma County. Make regular visits so that these businesses know who we are, what we do, and the service level that we can provide. Maintain a file of visits, topics discussed, and persons with whom we met.
Tactic O.2.16.2. Visit selected Sonoma County locations at least once per month. For those that are donating, thank them and give them a poundage report. Maintain a file of visits, topics discussed, and results for further evaluation and considerations.

Strategy O.2.17. Continue to evaluate vendor relationships along with procedures and

methods for services; seek out leading edge, cost effective sources and vendors.
Tactic O.2.17.1. Annually evaluate each vendor's track record of efficiencies, delivery record, pricing and availability of preferred products and services.

Strategy V.2.18. Continue development of a comprehensive Volunteer Program that connects all staff with Volunteer opportunities and outlines responsibilities of Volunteer Management.
Tactic V.2.18.1. Define role of Volunteer Program and how it interacts with all other departments. Inform all staff and volunteers as to how the program can assist them.
Tactic V.2.18.2. Develop Volunteer Supervisor & Volunteer Leader Manuals.
Tactic V.2.18.3. Recruit, train and conduct workshops for Volunteer Supervisors & Volunteer Leaders on a regular basis.
Tactic V.2.18.4. Share best Volunteer Management practices from Feeding America Network, the Sonoma County Volunteer Center, Volunteer Match etc. with REFB Volunteer Supervisors.
Tactic V.2.18.5. Utilize AmeriCorps Volunteer Infrastructure Program Fellow to help execute the workplan to its' fullest potential.

Strategy V.2.19. Ensure that the REFB is an organization capable of attracting the highest caliber volunteers.
Tactic V.2.19.1. Identify roles for Skill Based Volunteers.
Tactic V.2.19.2. Ensure uniformity of content for all Volunteer job descriptions.
Tactic: V.2.19.3. Recruit Volunteers according to organizational needs and volunteer skills & interests.
Tactic V.2.19.4. Update all Volunteer Recruitment documents. Publish in English and Spanish.
Tactic V.2.19.5. Solicit current Volunteer Corps for new volunteer referrals, (both individuals & groups).
Tactic V.2.19.6. Collect information and analyze most effective sources for volunteer recruitment.

Strategy V.2.20. Ensure that the REFB is an organization capable of retaining the highest caliber volunteers.
Tactic V.2.20.1. Continually promote the needs of the REFB to volunteer corps in a positive, inspiring and effective way.
Tactic V.2.20.2. Consistently poll volunteer corps to evaluate the effectiveness of the REFB volunteer experience, identify new needs and make plans for improvements/ expansion and track volunteer retention rate.
Tactic V.2.20.3. Update all Volunteer Orientation documents and Volunteer Guidelines each year to ensure it meets all our legal requirements. Publish in English and Spanish to ensure all volunteers can easily understand content.
Tactic V.2.20.4. Ensure best practices of all Volunteer projects are in place, (project/assignment is staged for maximum efficiency, scope of project is explained, benchmarks are set and a timeline is defined).
Tactic V.2.20.5. Consistently promote variety of Volunteer opportunities within the organization to Volunteer Corps, (cross refer warehouse volunteers to Empty Bowls fundraisers, Summer Lunch drivers and vice versa) in order to avoid Volunteer "burn-out".

Strategy V.2.21. Ensure that REFB Volunteers are recognized and understand how their contributions fit into our organization.
Tactic V.2.21.1. Recognize Volunteer contributions onsite, (acknowledgement to groups with lobby "wrap-ups, posted stories in the Volunteer break room, etc.).
Tactic V.2.21.2. Recognize Volunteer contributions through Facebook, thank you letters, Volunteer Spotlights within the Newsfeed, etc.
Tactic V.2.21.3. Work with Communications Coordinator to nominate REFB Volunteers throughout the county.

Strategy V.2.22. Ensure that REFB Volunteer Corps is utilized to maximize effective contribution.
Tactic V.2.22.1. Update Volunteer files to include profiles, skills, interests, contributions. When appropriate move files into Donor Perfect and coordinate moves management with Development team.
Tactic V.2.22.2. Work with management team to evaluate the efficiency of Volunteer projects & assignments. Find ways to increase productivity and volunteer satisfaction.
Tactic V.2.22.3. Work with management team to set benchmarks on Volunteer projects and recognize progress.

Strategy V.2.23. Establish Management team approach to enhancing Volunteer Programs so that a common vision, philosophy and policies of volunteer engagement are drawn upon.
Tactic: V.2.23.1. Work with Operations Department to fulfill all production needs, timelines and logistical conditions of the facility and/or food inventory as well as staffing needs for Volunteer Drivers
Tactic V.2.23.2. Work with Programs Department to meet staffing needs for program sites, special projects and Value Market to fully understand their staffing needs.
Tactic V.2.23.3. Work with Development Team to meet volunteer needs for fundraising and special events.
Tactic V.2.23.4. Work with Development Team to define donor potential within Volunteer Corps and consistently share information on key Individual Volunteers & Volunteer Group activity.

Strategy V.2.24. Cultivate relationships within the Volunteer Corps so that needs of each department are met.
Tactic V.2.24.1. Identify partnerships within current business, school and faith based volunteer contacts for Individual Volunteer & Volunteer Group recruitment.
Tactic V.2.24.2. Maximize Corporate Employee Engagement programs for recruitment.

Strategy HR.2.25. Develop a human resource department that provides support and accountability for staff and fulfills our legal requirements as a growing organization.
Tactic HR.2.25.1. Define role of Human Resource department and how it interacts with all other departments. Inform all staff members as to how the department can assist them.
Tactic HR.2.25.2. Update employee handbook each January to ensure it meets all our legal

requirements. Publish in English and Spanish to ensure all staff members can easily understand content.
Tactic HR.2.25.3. Create tools to assist supervisors in hiring, training, disciplining, reviewing staff members. Create accountability process to ensure needed development of each staff member.
Tactic HR.2.25.4. Train supervisors to create opportunities for growth and optimize potential of staff members.
Tactic HR.2.25.5. Work with supervisors regarding review process to ensure a timely and consistent process. Work on annual cycle as well as periodic monitoring and update of annual review.
Tactic HR.2.25.6. Continue with supervisors meeting to address staff satisfaction goals. Reissue staff survey (similar to 6/2013 survey) to review progress in staff satisfaction and create new goal list for 2014-2015 year.
Tactic HR.2.25.7. Ensure uniformity of content for all job descriptions.
Tactic HR.2.25.8. Provide all departments with appropriate level of information regarding department and organization budgets, inviting ideas for revenue generation and cost savings.
Tactic HR.2.25.9. Complete staff wide sexual harassment training.

Strategy F.2.26. Enhance financial management and reporting capabilities through the continued development of tools that will allow more effective management and projections of financial resources.
Tactic F.2.26.1. Create task lists for all areas of accounting procedures. Identify appropriate area of responsibility by department and staff position, review opportunities to streamline processes to maximize efficiencies. Create written procedures for same to ensure consistency of data collection and input.
Tactic F.2.26.2. Create operating procedures for all accounting functions and tasks.
Tactic F.2.26.3. Review recommendations by new auditors to improve overall financial management.
Tactic F.2.26.4. Review and redevelop the Functional Allocation process to improve accuracy and to include new programs and activities.

Strategy A.2.27. Complete planning, training, process engineering and implementation of the PRIMARIUS ERP software system.
Tactic A.2.27.1. Complete planning activities, data conversion and data entry, staff training and implementation of Primarius Integrated Food Bank Management software and continue ongoing training as needed.

Strategy A.2.28. Continue to develop methods and activities to achieve better communication and access to information for all staff.
Tactic A.2.28.1. Encourage usage of the Intranet and seek staff input on how to improve and ideas for other ways to build staff cohesiveness.
Tactic A.2. 28.2. Provide links to helpful instructional videos or information to encourage staff to gain proficiency in the Google environment.

Strategy A.2.29. Review and evaluate functions of the Administration Department to analyze cyclical workload, appropriate staffing levels, and ability to support other departments'

administrative needs.

Strategy 2.30. Provide educational, training and conference opportunities for all staff to enhance skills and increase productivity and effectiveness.
Tactic 2.30.1. All staff members, based on recommendation and approval of management, will complete one class, seminar, workshop, or conference in person or online. The education investment goal will be to enrich staff members' skill sets in an effort to enhance their job performance.

Goal #3: Lead the movement to make ending hunger a priority in our community.

Strategy P.3.1. Continue advocacy work by developing effective strategies for reaching local, regional, state, and federally elected officials to improve and expand access to government nutrition programs and other established goals to make hunger-relief a community priority.
Tactic P.3.1.1. Continue recruitment of the REFB Community Advocates Committee (CAC) composed of food recipients, staff, volunteers and agencies to assist in development of effective strategies.
Tactic P.3.1.2. Increase awareness with staff, volunteers, politicians and the community at-wide by utilizing the Intranet, the Website, Hunger Action Day/Month, CAFB's Lobby Day and other available tools.

Strategy P.3.2. Plan on how to best utilize, develop and share Hunger In America's 2014 hunger study data.

Strategy D.3.3. Continue to actively promote REFB through various media outlets in the community and our own news outlets to ensure community is aware of need, activities and promotions.
Tactic .D.3.3.1. Continue to improve impact and communication goals to increase funds raised, educate and engage donors, inspire others to action, recognize and thank donors and sponsors, build loyalty.