

**YORKVILLE COMMON PANTRY
MINUTES
BOARD OF DIRECTORS' MEETING
Monday, September 24th, 2012
Brick Church**

ATTENDANCE:

Sherrell Andrews, Brad Beckstrom, Hartley Bernstein, Elaine Clark, Michael Fitzsimons, Candice Frawley, Edward Gallegher, Katherina Grunfeld, Carolyn Handler, Robert Hetu, Lindsay Higgins, Jamie Hirsh, Linda Holt, Anne Huneke, Peter Kaufman, Camille Kelleher, Patricia Kelly, Susan Kessler, Anne MacKinnon, Gerard Meistrell, Doreen Morales, Michael Nachman, Madeleine Rice, Lite Sabin, Aleta Shipley, Wendy Stein, Veronica Stubbs, Elaine Weiss, Stephen Grimaldi

EXCUSED:

Didi Fenton-Schafer, Andrea Hagelgans, Michael Kutch, Sara Moss, Kathy Nalywajko, Neda Navab, Rebecca Robertson

ABSENT:

Roland Woodland

WELCOME

WENDY STEIN

Wendy welcomed the Board Members and thanked Lindsay Higgins, Annie Huneke and the Brick Church for hosting this meeting.

NOMINATIONS

LITE SABIN

Lite reported that the nominations committee has nominated Brad Beckstrom to be a member of the Board. Lite moved to elect Brad to the Board, Doreen Morales seconded the move, and the motion carried unanimously.

Lindsay Higgins has stepped down as the Representative of Brick Church, and has been nominated as a Member At Large. Lite moved to elect Lindsay to the Board, Ronnie Stubbs seconded the motion, and the motion carried unanimously.

Lite introduced two new Sponsoring Organizations Representatives, Anne Huneke of Brick Church and Peter Kaufman of All Souls. Sherrill Andrews moved and Lindsay Higgins seconded the motion to appoint them to the Board. The motion passed unanimously.

MINUTES

The minutes of the Full Board Meeting, June 4, 2012, were read. Lite Sabin moved, Michael Fitzsimons seconded, and the minutes were adopted unanimously.

MCKINSEY & CO. STRATEGIC PLAN PRESENTATION

Wendy Stein welcomed and introduced Ida Kristensen, who headed the McKinsey team that developed the Strategic Plan.

Ida reviewed the highlights of the plan in a power point presentation. The plan had been prepared after a high level of responses by Board members to the on-line survey, and in-depth interviews with members of the Board, staff, volunteers and even clients.

The key takeaways included the need to sharpen the mission and vision statements in four main areas: strengthening foundations in finance and governance, and increasing client impact through a focus on nutritional awareness and expanded services. Specific recommendations address both time-critical items, such as hiring a nutritionist and increasing food rescue pick-up capacity, and developing longer term expansionary strategies. Two significant recommendations are, first, to change the name of Yorkville Common Pantry, as "Yorkville" might be too limiting and no longer reflective of the geographic impact of the Pantry and secondly, to professionalize Board governance by reducing the size of the membership, eliminating the distinction between At-Large members and Sponsoring Organization representatives, and streamlining the committee structure.

Wendy thanked Ida and Chris Ciompi, and the rest of the McKinsey & Co. team for their time and effort, and the important plan that they produced. A more detailed document of the plan will be distributed to all Board Members, and the complete plan, with supporting documentation, is available at the YCP office for anyone who wishes to read it.

BOARD CHAIR REPORT

WENDY STEIN

Conflict of Interest form: Wendy reminded all present to sign and return the form. Copies were available as a loose insert in the Board Document package.

Strategic Plan Discussion: Almost all Board members participated in recent weeks in coffee chats to discuss the major points of the strategic plan. Two items requiring changes to the By-laws are on this evening's Agenda, the change of name and the change of the Board structure. An additional, optional board meeting will be scheduled in late October or November for further discussion of other items in the strategic plan.

There was broad agreement in the coffee chats with the recommendation that the name of the Pantry be changed, though some hesitation with the recommended name: New York Common Pantry. All recognized that the new name should reflect the expanded nature and reality of the pantry, especially the fact that YCP now serves clients from all five boroughs. The effort involved in implementing a name change is both time-consuming and costly, but also presents an opportunity for the pantry to expand public awareness. Timing and sequencing will be most important, and dependent on financing. It is hoped YCP will find a strategic partner to provide the marketing/PR work either pro bono or underwritten by a donor. Partial funding

for a marketing company has already been offered. The motion to rename the Yorkville Common Pantry and to discontinue the name "Yorkville" was moved by Susan Kessler and seconded by Linda Holt. The motion passed unanimously. It was further agreed to leave the actual name search and recommendation to the marketing firm.

The Strategic Plan recommends that the Board be restructured, streamlined and professionalized by 1) eliminating the distinction between At-Large Members and Sponsoring Organization Representatives, 2) creating an Advisory Council of non-voting members including former Board members, both At Large and Sponsoring Organization representatives who do not choose to take on all responsibilities of full Board Members and 3) enforcing and strengthening the requirements and responsibilities of Board Members. Those Sponsoring Organization Representatives and others who are not able to commit to the requirement of Board Membership would still have an engaged and important voice in the organization. The motion to eliminate the distinction between At-Large and Sponsoring Organization members and to create an Advisory Council was moved by Doreen Morales, seconded by Elaine Weiss and approved unanimously.

Candice Frawley expressed her thanks, and that of the Board Membership to Wendy Stein, Stephen Grimaldi and the Steering Committee for their hard work in producing the Strategic Plan.

EXECUTIVE DIRECTOR'S REPORT

STEPHEN GRIMALDI

Stephen directed attention to the need, emphasized in the Strategic Plan, to improve and increase fundraising. The past year has reaffirmed the shift away from donated to purchased food. Donations [REDACTED] are markedly reduced. The increased emphasis on maintaining nutritional standards impacts the amount and type of food that we are willing to accept. There is, therefore, an increase in the food budget, together with a greater stress on more food drives, widening food rescue efforts, strengthening relationships with partners such as Trader Joe's, and seeing increased efficiencies in YCP's food services. The pantry is now serving more clients more nutritious meals in fewer visits, resulting in a lower cost per meal.

Staff Changes: There have been a number changes to staff as demonstrated in the new organizational chart. Jessica Koscheka is the new Food Programs Manager, Jen Winter is the new Development Associate for Volunteer Services, and Jasmine Jeffers is the Development Associate for Grants. Ralph Davis' temporary Staff Accountant appointment is now permanent. A good candidate for Director of Development and Communications has been identified and, pending background and credit screenings, will shortly be announced.

Procurement Chart: The chart illustrates the shift from donated to purchased food, and the associated costs. For example, in FY 2009, 30% of food procurement was by purchase, 70% was donated. In FY2012, 49% was purchased and 51% was donated. The Food Bank donations decreased from 44% in FY2008 (\$688,623.00) to 3%

(\$43,82400) in FY2012, reflecting dramatic declines in government-funded food. This is somewhat offset by increases in donations from City Harvest, food drives and food rescued from stores and elsewhere. The dollar amounts in the chart are monetized at \$1.50 per pound.

Goals and Outcomes Report: The report indicates that most goals, which were set by the funders and programs, have been met or exceeded; a few have not. Notably, the goals set by Robin Hood and Single Stop have been met or exceeded. The Public Assistance goal, however, has not been met; The Robin Hood Foundation/Single Stop has acknowledged that this goal may not be achievable, as clients as not interested in pursuing this arduous process. Implementing and meeting the goal in the number of screening processes has revealed many clients who could use more services. The Social Service Team under Daniel Reyes leadership has been wonderful.

Background Checks: YCP has contracted with CheckPoint to conduct background screenings on all new employees. Credit checks will be also be conducted on anyone handling money or finances; these include the Staff Account, and everyone in the Development Department. Copies of the release form and an example of the Background Screening Report are included in the Board's Packet of Documents.

FINANCE COMMITTEE CAMILLE KELLEHER FOR REBECCA ROBERTSON
Revenue exceeded expenses in FY 12 by \$199,869.00. Significant variances between the FY June 2012 Budget and the June 2012 actual included greater revenue than expected from Foundation and Corporations, the government and fundraisers and the benefit. Revenue from individual donors and direct contributions also exceeded the budget expectation. However, that positive result was due to one unexpected large contribution, and that single large anonymous contribution of \$60,000.00 is not expected to be repeated. Revenue from Sponsoring Organizations and in-kind donations were less than expected. On the expense side, salaries, benefits and utilities were less than expected; food expenses, non-food supplies, accountant and professional fees, temporary Per Diem help, Equipment purchase and software/technology expenses were all greater than expected.

The investment portfolio is doing well, and has increased steadily from March through the end of August (\$724,000.00). The account is being transferred from Schwab to Merrill Lynch (Bank of America) in order to remain with the Account Advisor. There will be no increase in fees, and the current portfolio will be maintained. The asset allocation remains 30% fixed, 70% equities.

PROGRAM COMMITTEE LINDA HOLT
The Meal Report for June 2012 shows an overall increase of 4% in meals served, with a 55% increase in children served in the Dignity Meal Program. The August Meal report shows an overall 16% increase in the number of meals served. The total number of meals in the dignity program decreased by 13% primarily due to greater efficiencies and better portion control.

The Services FY12 Report presents a concise view of services rendered. There was a 15% (4,360 clients) increase in the number of individuals served. Just under five million dollars in new benefits were generated, representing a 30% increase over 2011. A 43% increase in 365 YCP benefits was obtained through the efforts of YCP staff, while additional benefits were obtained for our clients by partner organizations. In age breakdown of clients, children represented the largest increase in clients served in the pantry. Nutrition classes also saw an increase in children's attendance, although adult enrollment remained flat. Case managed services for 365 YCP clients increased 41% over 2011. And services other than food were provided to 83% of pantry members.

The return on investment numbers show that there was an incredible return of \$12.64 for every dollar spent.

Overall, Linda emphasized that these reports represent a very impressive record and a very impressive increase in services.

DEVELOPMENT COMMITTEE

CANDICE FRAWLEY

Candice drew the Board's attention to the list of prospective funders, and asked everyone to review the list for possible contacts or information.

The date for the 2013 YCP Benefit will be either March 6th or March 7th, pending the confirmation of the Corporate Honoree and the decision on the venue. The confirmed honorees will be Karen Altfest, the founding President and Chair of YCP, and Lauren Bush Lauren, Co-Founder and CEO of the FEED Foundation.

Susan Shattuck and Laurie Krotman of Special Events Unlimited, the consultants for the benefit, met with the committee on September 19th. The goals for the benefit include assuring attendance of 275, increasing visibility and meeting the projected Gross Revenue of \$437,000. All Board members are urged to begin thinking of their invitation lists.

Also on the schedule, is the addition of a Joint Schools 5th Grade event, which will not be a dance. 6th and 7th grade dances are also planned.

CLOSING

WENDY STEIN

Wendy thanked in absentia Mary McCaffrey, the retiring treasurer, and the other outgoing members of the Board for their service. She also thanked all present for their attendance and welcomed the new members.