

**Provender Board Meeting Minutes**  
**Thursday and Friday, August 13 and 14, 2014**  
**Pacific Continental Bank**  
**Portland, Oregon**

**Thursday afternoon, 9:00 AM-12:30 PM**

**Board Members Present:**

Evelyn Hall  
Renee Kempka  
Meg Kennedy  
Stacy Kraker  
Mel Minton  
Rachel Mitrani  
Ian Stoy

**Staff Present:** Susan Schechter

**Minutes compiled by** Susan Schechter

**1. Welcome and Agenda Review**

Renee reviewed the agenda and everyone states their favorite beverage and also what's happening in your life.

**2. Member Comment**

**3. Minute to Win It**

**4. Finalize General Membership Meeting and other board roles during the conference**

- **General Membership Meeting**
  - **Board planning session Wednesday 6-8 PM**
  - **Ian—welcome and intro (farmer)**
  - **Renee—strategic conversation (ladybug)**
  - **Stacy—\$ and finances (plant)**
  - **Rachel—committees/member engagement (flower)**
  - **Evelyn—board evaluation (carrot)**
  - **Mel—historic perspective (flower)**
  - **Meg—40<sup>th</sup> anniversary hype (flower)**
  - **Ian will gather screen shots of gardens, tractors, Provender logo**
  - **Susan will purchase/provide green construction paper, brown craft paper, garden tools (shovel, potato fork, hoe), sports bands, fluorescent cardstock, watering can, stapler, scissors, glue, pipe cleaners**
  - **Susan will contact First Alternative about borrowing their carrot costume (Sundance as a back-up)**

- **Ian will provide overalls**
- **Renee will provide blue tinsel (water for the watering can)**
- **Stacy will ask OGC to borrow the ladybug costume**
- **Individual Arrival Times**
  - Meg-Tuesday afternoon
  - Renee-Tuesday evening
  - Rachel-Wednesday early afternoon
  - Stacy-early Wednesday (maybe Tuesday)
  - Mel-Tuesday night
  - Ian-Tuesday evening (maybe)
  - Evelyn-late Wednesday afternoon
- **Informing candidates of election results**
  - Balloting counting occurs on Friday, 2:30 PM
  - Board contact informs successful and unsuccessful candidates
  - Board president informs incumbents
  - Board contact informs candidates of the process
  - Inform candidates earlier in the afternoon (after ballot count)

### **Strategic Conversation**

- Assign timelines to tasks we want to accomplish
- Prioritize concepts on list created in May
  - Group some things together
  - Create timeline for prioritizing
    - ⇒ Establish a clear direction (sound knowledge of outside and inside)
    - ⇒ build PLANS to create movement (board plans, board and ED plans, ED plans)
    - ⇒ Execute
    - ⇒ Check-in course correction (are we doing it? Should we keep doing it?)—>(sound knowledge)
    - ⇒ End
- Where we're at: build plans to create movement (board plans, board and ED plans, ED plans)
- Incorporate low hanging fruit AND long term goals
- Coming to agreement with ED; unified voice between board and E.D.
- Look at what we need more money for and prioritize these items
  - Identify which ones are related

### **Grow membership-how to grow and how to measure**

#### **Provide additional services**

#### **Keep up with technology**

- What does the board need to know to be successful to **Grow membership**
  - Check on any conflicts with the organizational structure (policies, bylaws, etc.)
  - Study topic, outside voice, what does the board need to know i.e. growth
  - How much revenue growth (financial model, number of members)
  - What's our geographical reach
  - Projected growth of the natural products trade
  - Where to look for growth (i.e. categories, restaurants, breweries, co-packers, etc.)
  - Look at membership fee structure (make it lower for farmers)

- What are other fee structures, challenges that affect diversity of membership
- Compare to other organizations our size
- Types of members to target-higher level of organizations
  - \* Who are potential members
  - \* What caliber (farmers are more numbers, larger organizations are more revenue)
  - \* Member growth in numbers (diversity); financial growth
- Determine when do we want a plan done and work backward (i.e. re-evaluate dues structure every three years)
- **June 2017 have a new fee structure to implement with 2018 dues**
  - Maybe include additional components
  - Evaluate April of each year

Growth in numbers

Growth in revenue

- What can we do to subsidize lower income potential members
- Explore potential obstacles for new members in our current fee structure, explore why we don't have the members we want and use info as a guide for outreach
- Write biggest bowls and do research before writing them
  - Write in January, done with study topics
  - Create rough draft of biggest bowl
    - \* Increase members by X amount by X time
    - \* Increase revenue by X amount by X time
  - Come to December meeting
  - Compile info
  - In January can have goal, then start plan

### Research

- **Stacy—research other organizations' fee structures  
—research growth in natural products trade**
- **Rachel—research geographical reach**
- **Mel—research potential other members (high paying members?)**
- **Meg—research diversity of members (other organizations with similar values and who represent diversity in their memberships, also ethnic cultures)**
- **Ian—research outreach opportunities, economic challenges to membership**
- **Evelyn—research what the potential pitfalls are for member growth**

Member growth will be related to member services

Next steps: what do we need to know about services and about technology

### **ED Report**

Discussion about format and information being included in current report format.

For future reports, share challenges and successes as bullet points.

**Friday, 10:30 AM-3:00 PM**

## Agenda Review

Renee reviewed the agenda, making a few adjustments due to departure schedules.

## Consent agenda

- G-6 Board Treasurer's Role
- July meeting minutes

In an effort to streamline the new consent agenda process (approve prior to meetings), add a column to the Monitoring Report Survey on the board Google site.

- **Rachel will add consent agenda column to Monitoring Report Survey**

**CONSENSUS: The board unanimously approved the items on the consent agenda.**

## Annual Planning

### Calendar Review

- New column for strategic planning
- Examine work flow based on successes and challenges from 2015
- Discuss how retreat planning and budget are tied together
- Budget planning is tied to timing for the overall operational budget

### Board retreat for 2016

- Great use of time together
- New board member(s) will benefit from strategic conversation
- Determine dates in January for a May retreat
- Determine later the need for a facilitator or have it be a big thinking meeting
- Use last year's budget (2015) as a template for 2016
- **Susan to provide annual report by April 1, prior to board retreat**
- Agenda item for each meeting will include a calendar review (see what's coming up)
- Reviewed calendar for 2016
- Look at other items board may want to spend money on i.e. increased stipends, travel, other types of reimbursement, leadership facilitation skills, skill building/training

Discussion about where to hold meetings in 2016.

- Portland in January to incorporate annual board training
- **Susan and Meg will discuss lodging for January meeting in Portland**
- Wine country in May (same house as 2015) for retreat
- Eugene in July/August (stay at the Hilton, meet at Hummingbird)

### Board officers

- Board terms
  - Exiting board members don't vote at January meeting
  - New board members attend November and December meetings mostly as observers
  - Officers are selected in October
- Renee is open to continuing as president, feels supported and will want more training
- Stacy does not want to serve as treasurer and will likely not run for another term
- **Evelyn will meet with Stacy about time commitment for treasurer position**
- Rachel is open to remaining secretary

- Discussion about recruiting for specific skill sets to fill officer roles in the future

### Ends Report Discussion

- Opportunity for the board to provide soft feedback regarding the annual report.
- Ends review process: board members found the questions to be more helpful than the decision tree
- **Board will review the new board member document to examine Ends review process**
- The decision tree is used by the entire board after the report review
- Some questions seemed redundant
- **Board will revise questions document to make it our own**

### Feedback by section

“Provender Alliance exists...”

- Facebook likes
- E-news shared stories
- Journal articles
- Committees
- Dues structure
- Appendices
- Condensed overview of organization, organizational sustainability
- Reasonable cost is proof tied into interpretation
- Inspiration is missing
- It’s a reasonable interpretation but want more
- Cost should be cost to the organization
- Include a statement about costs of other events
- Liked appendices
- Liked historical perspective
- Education *plus*: what more than the Journal, conference
  - Try a survey

This section is more like an abstract or executive summary of the rest of the report

- Provide a broad overview of the budget
- Provide the emotional/individual cost/organizational capacity
- Cost/benefit analysis to E.D., include volunteer hours

“Our community is...”

- Interested to see manufacturers are the largest category of members
- We encompass a broader cross section of our trade, more so than other organizations
- How to share information to relate our excellence
- We connect so many in our industry and we are unique
- Liked the shared values and mission statements from members’ web sites
- Broad spectrum, diverse membership
- Complimentary memberships
  - skeptical of like-mindedness
  - why—are they reciprocating
  - what are they providing us

- Provide a stronger voice: “This proves that...”
    - What does it mean to the organization
    - Do more interpretation
    - Delve into thoughts more
    - Identify implications, how will it influence our future decisions
- 

#### Full report review

- Dues section – didn’t understand how the comparison examples relate to each other in appendix 2. Compare Provender with the other organizations then compare dues. Compare benefits
- Dues income is increasing each year but not in relation to number of members. Include an explanation.
- Observed a wide range of costs for different conferences.
- The most member growth has been in the manufacturer category. Is this due to Meet Your Makers?
- All other categories seem stagnant in terms of growth.
- Liked the excerpts from the missions of our membership base.
- Discuss e-newsletter opens more—is it the same people each month?
- Liked the journal survey idea.
- Liked the data collection for what kind of attendees come to the conference. It will be interesting to see which kinds of workshops result in more veterans and what kinds of workshops result in more first-timers. After a few years this will be easier to see.
- We achieved great rankings from the 2013 survey.
- Liked the e-mail quotes about the 2014 conference. Include any negative comments.
- Explain why so many more folks are staying for dinner.

Confirm next meeting:

**Thursday, September 17**

**4:00 to 6:00 PM**

**Conference call**

## HOMEWORK

### BOARD

- **General Membership Meeting**
  - **Board planning session Wednesday 6-8 PM**
  - **Ian—welcome and intro (farmer)**
  - **Renee—strategic conversation (ladybug)**
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## OPERATIONS

- Create a MYM scavenger hunt for extra raffle ticket (Susan and Rachel)
- Susan to provide boppers instead of boas
- Rachel and Stacy will host Meet & Greet (ask Susan Place as well)
- Stacy, Rachel and Meg will recreate scholarship process by March 15
- Photo session of new board will take place at 5:30 Friday afternoon
- Susan will work with Evelyn on how to ask for committee involvement

# Operations Meeting Minutes

## August 13, 2015

### Thursday afternoon, 1:30-4:30 PM

#### Agenda Review

#### 2015 Conference:

Susan distributed the conference announcement for 2015.

Adjustments/changes:

- Intensive—top of the page and title
- Voting until 12 noon on Friday
- List the cost for dinner
- Add work trade training meeting
  - Wednesday 7:00 PM in Gorge Room
- Change logo item raffle for **2016**
- Headers are pixilated

#### ANNOUNCEMENTS

Packet stuffing

- Asked for volunteers

Wednesday pre-conference meeting

- Confirmed time and location: 6:15 PM, Susan's suite

Registration staffing

- Board to sign up on work trade master (to give Grace breaks)

2016 Conference

- Confirmed dates: October 5-7

Saturday wrap up meeting

- Confirmed time: 9:30AM
- Conduct board business first
- Writing for e-news: add October, November, December

#### Meet Your Maker

##### Challenges/Solutions

- Have beer and wine sales in Shoreline alcove
- Beer and wine ticket sales will be downstairs (at base of stairs)
- Provide signage at both locations
- Determine how to designate tables and locations (mix it up or put all newcomers up or down, etc.)
- **Create a MYM scavenger hunt for extra raffle ticket (Susan and Rachel)**
- Greeters at the stairs for first 30 minutes

##### Board participation

- Assign table #12 to board
- Two board members at the table at a time
- Provide the usual sign-up sheets as well as poster

- Play an active game to win raffle ticket
- Signage at beer and wine service and at ticket sales to visit the board table
- **Susan to provide boppers instead of boas**

### Wednesday Meet & Greet

- Too long—change time to 4-6 PM
- Happy hour, serve hors d'oeuvres
- **Rachel and Stacy will host Meet & Greet (ask Susan Place as well)**
- Ask marketing committee for language for signage at registration desk
- Not aligned on vision and purpose of event
- Provide tall tables plus chairs outside
- Have an additional set-up person (M&G work trade person)
- Play active games (corn hole, bocce)
- Send an e-mail blast and post on Facebook
- Decorate in hall and on lawn (balloons, streamers and at registration desk)
- BYOB and provide a bottle of something and provide punch
- Live music or have music playing
- Jugglers
- Manufacturers of products present to talk about products

### Scholarship Program

- Rachel will help review application process
- Add or replace applications with nominations
- **Stacy, Rachel and Meg will recreate scholarship process by March 15**
- Discussion about who to attract, how to draw applicants
- Make scholarship program part of conference committee so no champion needed
- Create Scholarship Review Committee charter after revamped process

### 2015 Awards

Broke into small groups to determine awardees.

### Photo session

- Inform candidates before dinner
- **Photo session of new board will take place at 5:30 Friday afternoon**
- Meg will inform candidates of photo session

### Committees

- Publicly acknowledge committees more often
- Have photos in the Journal (head shots)
- Have committees work on operational plan for strategic goals (share annual report with chairs, have them attend training in January)
- **Susan will work with Evelyn on how to ask for committee involvement**

### Membership

- Put Meet & Greets on web site calendar, plan when and where

- Have more engagement with Marketing Committee (have committee sit in on each other's meetings)
- Need better reporting on non-renewing members
- Share Member Growth and Retention policy with chair
- Suggestion to combine marketing and membership committee
- Have marketing be a subset of membership
- incorporate member appreciation
- Dues sign-up/invoices—add question about how many staff the organization represents
- Work on Facebook goal (i.e. member appreciation)
- Look into the \$5.00 Facebook boost
- Use Instagram around the conference
- Look into strategic partnerships (i.e. brokers)
- Network of Provender members offering services/discounts to other Provender members (one time or on-going)

#### Conference

- Add scholarship review to committee responsibilities
- Ask chair to attend workshop brainstorming session
- Close the loop on successes and challenges
- Present keynote ideas to committee to do research

#### **Keynotes**

- Reviewed list of keynote ideas from May meeting
- Consider the following:
  - Fully 50% of conference attendees are first-timers; do they care about what came before them, the historic perspective of our trade and our work?
  - Perhaps instead of a focus on the past we could look at the NEXT 40 years and what it will bring
  - Let's honor our past and look ahead to where we can go and what we can achieve
  - What if the Thursday keynote was a look back and the Friday keynote is a look forward, or folks who used the past to create their business model in an effort to move to the future?
- Honor the past
- Examine the challenges of the present
- Identify founding leaders who have set us up for future success
- Offer a workshop about Provender history