

TO: Mat

FROM: Tom

Date: March 9, 1992

RE: Should TVFC Negotiate with OFB to run the food bank operations for Washington County ?

TVFC is a WCCAO success story.

- started at a time when there was no food bank for Wash. Co. - to serve member agencies locally.
- Has grown tremendously; taken a lead in addressing issues of hunger.

A success story whose time has perhaps come to spin off, transfer to OFB under the criteria that WCCAO doesn't need to address needs that someone else is addressing or is willing to address and has the ability to do it. Also the way it is constituted and the unique nature of food banking produces inherent stress & tension as it now exists.

TVFC is essentially a separate agency existing within and pulled between 2 other agencies.

TVFC is primarily an agency itself that has its own identity as the food bank for Washington County whose main purpose is to serve 40-50 member agencies who provide direct service food distribution. It has its own network and structure and programs. But TVFC is also situated within WCCAO and OFB and continually experiences the feeling of competition with these two other agencies.

1. Competition with Oregon Food Bank

TVFC is unique among the RCA's in that we share the same major metropolitan area with OFB, the same media market and the same potential donors of food, money and other resources. As representing Wash. Co. agencies, our task is to see that as much donated food and money stays in this county for our member agencies as possible. AS OFB member we should look to sharing resources with the rest of the food bank network. This creates an inherent tension.

Food

We want food donors to designate food for Washington County, OFB wants it for statewide

Money

We want to raise money from people and groups in Wash Co. who want to donate to hunger issues. OFB also wants to do fundraising and mailing in this county for statewide donors

Borderline issues

Who gets what Thriftway/Safeway/1st Interstate Banks etc.

Shared Media Market

We cannot compete with OFB for Major media attention, T.V. Oregonian, Radio - all give coverage to OFB, and publish their phone # in telethons, PSA's, etc.

Identity/Name Recognition

Often the public cannot distinguish between OFB & TVFC. We are one and the same. They can't decide who to give money or food to, or why there is a difference. Most often, we lose out. There are few major metropolitan events that are outside Multnomah County. If there are (e.g. Air Show) OFB may want a cut, since we draw on each other's populations. This makes it harder to promote a distinct identity for TVFC

2. Competition Within WCCAO: Some of the same issues exist because of the nature of essentially being an agency within another agency with the need to have a separate identity and pursue common resources.

Competition for Funding

Competition for private donors, corporate donors, churches, civic groups. Competition for available CSBG money and discretionary funds. WCCAO Admin costs. Competition for fundraising ideas and promotions. Competition for timing of fund drives.

Competition & Tension Between Programs & Depts

Some departments have to fundraise budget; other's don't. Leads to inherent tension. TVFC has separate Resource Development Department. Which does major fundraising within the agency. WCCAO has Resource Development Department. Client Services does fundraising.

Competition for Identity/Name Recognition

TVFC has history, name familiarity in the community. Needs to promote itself even more to raise the money we are required to raise. Yet, WCCAO wants TVFC to have less identity so WCCAO can be more familiar.

3. Nature of Food Banking Distinguishes TVFC from other WCCAO Departments and Programs
 - A. Primary purpose is to select and distribute food to Member Agencies.
 - not to collect and distribute for WCCAO. Contractual relations with these agencies-also, fiduciary, ethical relations to be for them and to allocate fairly to them.
 - not to provide Direct Services.
 - not so much for self-sufficiency - because we don't really have the direct client contact.
 - B. Food Banking is warehousing & distribution operation. Needs a large amount of space. Trucks and equipment. Billing and collections from agencies. New building is not adequate as a warehouse.
 - C. Second Harvest - recommends that food banks be independent, have own separate identity in the community, separate boards, etc.
4. OFB is fully capable of doing the Food Banking in and for Washington County, and is willing to consider it (?).

Reasons for transferring TVFC to OFB

1. OFB is capable of doing food banking
2. OFB is financially able to run TVFC
3. OFB would keep TVFC locally as Washington County branch serving Washington County agencies.
4. Would eliminate unnecessary food banking competition in metropolitan area (Food, Donors, Media, Identity)
5. Would eliminate internal stress and tension of WCCAO competition - WCCAO could allocate discretionary dollars to other programs.
6. OFB can provide direct administrative support for food banking (Bookkeeping, fundraising, foodraising, Special events)
7. Access to OFB Operations Dept. for equipment repairs, maintenance, drivers, etc.
8. May need less warehouse space - OFB can accommodate deliveries with more flexibility
9. WCCAO would need less space in the new building with the elimination of the need for warehouse
10. WCCAO agencies and programs can still be member agencies and access food.

Reasons for Keeping TVFC at WCCAO

1. If no one else is able or willing to do it.
2. United Way money and CSBG money availability Reduced occupancy costs.
3. OFB not as familiar with Washington County Member agencies wanted a local food bank Portland was too far to go
4. Central Clearing house could build on I & R
5. WCCAO presentations include presentation on food bank
6. OFB wouldn't focus on migrant services (?)
7. WCCAO might be able to bring forth self-sufficiency/advocacy component

Headstart would no longer have access to food for kitchen and to food bank (?)