

**United Way of Lane County
2010/2011 Strategic/Preventive Proposal**

A. Name of Organization: FOOD for Lane County

1. Contact Person: Jen Anonia

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3. Phone: 541-767-9613 Email: gardens@foodforlanecounty.org

B. Name of Proposed Services: Youth Farm Summer Leadership Program

C. Amount of Funding Requested for a 12 month period: \$17,000

The undersigned confirm that the information provided in this application is true and accurate and that the application has received / will receive Board approval.

Karen Edmonds

McDrennan

Signature: Programs and Services Director
Date: March 4, 2010

Signature: President, Board of Directors
Date: March 4, 2010

SECTION I: Strategic/Preventive Action Area

Which Community Investment Strategic Action Area do the proposed services primarily address? (Please see **Appendix A UWLC 2010 Strategic/Preventive Goals and Funding Strategies for EDUCATION, INCOME and HEALTH.**)

1. **Action Area:** (select one)

- Education:** Preparing children to succeed in school and life.
- Income:** Moving families from poverty to financial stability.
- Health:** Ensuring people have basic access to healthcare.

2. **Strategies:** Based on your selection above, list the specific strategy or strategies the proposed services are designed to address. (*Note: Strategy or strategies listed must come from Appendix A referred to above.*)

We will address the following United Way identified strategies:

- Programs to **promote career and post secondary training and education for high risk youth.** (*Preventative Strategy*)
 - Services and supports that **increase high school graduation rates** among high risk youth. (*Preventative Strategy*)
 - **Building Assets** of target youth or adults by Individual Development Account use or other savings strategies. (*Income Strategy*)
3. Provide a **brief** (no more than one paragraph) executive summary of how you will address the strategies you listed in Question 2, above. Details will be expanded in Section II, questions 1-3.

FOOD for Lane County's Summer Leadership Program at our Youth Farm is a youth employment and job training program for low-income and at-risk teens, ages 14-19. In this intensive program, youth farmers participate in all farm activities, from seed to harvest. They complete a curriculum focused on organic gardening, job skills development, career and educational goal setting, financial literacy, nutrition and cooking, and learn to work productively in groups and independently. Job and life skills development, high school graduation and college enrollment are primary objectives; we provide an experience that transforms youth from challenged backgrounds who are struggling with poverty, into young adults with the self-esteem, education, job and life skills to succeed.

SECTION II: SERVICE IMPACT

1. **Need, Target Population and Program Description**

A. Need/Target Population

Identify the community problem/need the strategies described in Section I address, including the number of Lane County residents affected. Clearly link the need to the Community Investment Strategic Action Area goals and strategies selected in 1 and 2 above. *Also, include local trend information over the last five years as available/appropriate.* Describe how the proposed service(s)

reach the intended target population for your Action Area (see Appendix A) and is appropriate to the need.

Our community's low-income and at-risk youth are struggling with limited employment and post-secondary education opportunities.

Lane County teenagers face a challenging work environment. Oregon's unemployment rate reached a high of 12.5% in 2009 and has now settled to around 11%, compared to the national average of 10%. Lack of employment possibilities paired with a majority of low-wage service jobs provide an economic climate where it is incredibly difficult to afford high housing, and rising transportation and food costs.

The state's consistent budget shortfalls have caused the price of state-funded higher education costs to escalate. Nationally, the average college price in 2009 at private four-year colleges rose 4.4%, 4-year public colleges rose 6.5%, and community colleges rose 7.3% from the year before (College Board's Trends in College Pricing 2009, Trends in Student Aid 2009, and Education Pays 2007). At our local community college, tuition has increased from \$36.00 per credit hour in 2001 to \$81.00 per credit hour this year. Despite the availability of financial aid, college costs can make it daunting or prohibitive for low-income youth to consider continuing their education and obtaining additional career training after high school.

Low-income youth have lower academic achievement rates compared to students overall.

Fifteen percent of Lane County children and youth live in poverty (Oregon Housing and Community Services Report 2008). According to the Oregon Statewide Report Card for 2008-2009, economically disadvantaged youth in the 10th grade tested 15% lower in reading, 16% lower in math, and 16% lower in science than the average of all students tested.

Parents struggling with financial strain are less available to their children and youth.

According to the United Way of Lane County's 2009 Community Assessment, "an increasing number of Lane County households have a fragile hold on economic stability and family well-being." Respondents reported the highest level of child emotional/behavior problems in their children since 1996. Studies have shown that parents under financial strain are less involved with their children leading to failure in school (Gutman et. al., 1994) aggressive behavior (NICHD, 2001) and delinquency (Weatherburn & Lind, 2006).

Children and youth in low-income households may lack nutritious food, and their cognitive and physical development may be at risk.

Oregon is currently ranked 2nd in the nation in percentage of households at high risk of experiencing hunger (USDA Household Food Security Report, 2009). An average of 6.6 percent of Oregon households between January 2006 and December 2008 experienced times when they were hungry but did not eat because there was not enough money for food. That compares to 3.9 percent in 2003-05 – a statistically significant 2.7 percent increase. Health consequences for children suffering from hunger and a poor diet include lack of concentration in school, frequent illness, and potential long-term health consequences. For many in Lane County, healthy food is beyond their means.

The FOOD for Lane County Youth Farm successfully addresses the urgent need for structured, meaningful job training and work experience opportunities for youth and access to healthy, nutritious, food. Youth Farm staff and mentors focus on helping youth succeed.

Regular check-ins, goal setting and evaluations support youth in their development of skills, and pursuit of personal goals. Participants gain a stronger understanding of their ability to succeed, and the importance of higher education and job skills development in increasing their well-being, and the importance of asset building to help them obtain higher education and financial stability. They access healthy fruits and vegetable that they can also share with their families, and enjoy the consequential work of helping others through the food bank.

B. Service Description

Describe the proposed services for which you are requesting funds. Be very specific. The description should be a clear and logical response to needs outlined in Section 2, question 1A. Describe how your proposed services are designed to effectively meet the Community Investment Strategic Action Area goals and strategies selected in Section 1. Describe the research or evidence based methods which justify the proposed approach.

Description of FOOD for Lane County's Youth Farm

Established in 1998, the FOOD for Lane County (FFLC) Youth Farm is a model 3-acre urban, educational farm with the mission of alleviating hunger by growing food for our neighbors, creating opportunities for youth, and connecting people to the land and to each other. The Youth Farm Summer Leadership Program is based in part on the work of The Food Project, a non-profit in Massachusetts that since 1991 has lead programs that combine youth development, community economic revitalization, and sustainable agriculture. The Food Project has found that the most transformative and effective youth programs are those that offer work that is *relevant* to youth, that provide significant opportunities for *responsibility*, and that have adult mentors create caring *relationships* with the youth. (Growing Together, Greg Gale, 2006.)

Research by the National Alliance for Secondary Education and Transition has identified that a broad spectrum of work-based learning components such as service learning, career exploration, and paid work experience are a key to positive youth development (American Youth Policy Forum and Center for Workforce Development, 2000). Two common components of successful secondary dropout prevention programs are work-based learning and personal development/ self-esteem building (Smink, *Effective strategies for increasing high school graduation rates*, 2002).

FFLC incorporated these evidence-based methods to design the Youth Farm Summer Leadership Program as a strategic intervention for at-risk youth. The goals of the Youth Farm are to: 1) Assist local youth in developing the skills they need to successfully transition into adulthood, and 2) Engage community members of all ages in making fresh organic produce available to low-income households.

Hiring process and demographics of youth farmers

From June 1 to September 30, 2010, the Youth Farm will employ 16 youth farmers: 12 1st year youth farmers, two crew leaders, and two farm stand managers. The Gardens Program Manager and the Youth Farm Coordinator recruit, hire, and train all Youth Farmers. Youth are recruited through over 50 community partners, including: School-to-Work and Workforce Investment Act (WIA) contacts at local high schools, Looking Glass Youth and Family Services, school district community transition programs (CTP) and alternative schools, the Housing and Community Services Agency of Lane County (HACSA), Lane County Department of Youth Services, Direction Service, and Centro Latino Americano.

Interested youth are screened for eligibility based on the application they complete and on interviews with staff. The application process is the first step in acquiring job skills and experience. Staff coach each interested youth through the process of applying.

For the 11 years the Youth Farm has been in operation, the majority of the youth have been from low-income backgrounds and with at least one barrier to employment. For example, all 12 (100%) of the youth farm crew members in 2009 lived in households with incomes under 120% of the federal poverty level. Four (25%) required additional assistance in the form of an Individualized Education Plan (IEP) to complete their educational program. Five (42%) were in foster care. Eight (67%) were enrolled in a high school program and four (33%) had graduated from high school the previous June. In 2010, we plan on recruiting a similar composition of youth farmers as in the past, and will accept applications from youth under 250% of the federal poverty level. We also have a goal to increase involvement of students of color.

Summer Leadership Program description

The summer experience at the Youth Farm integrates hands-on and classroom experience to prepare youth for employment. The Gardens Program Manager and the Youth Farm Coordinator co-supervise the youth farmers and facilitate their professional growth and development. They receive training and a Youth Farmer Handbook that outlines the expectations for their work. For example, youth farmers must complete time cards and submit them weekly. Youth are expected to show up on time prepared to work; participate in all activities at the farm even in inclement weather; complete a curriculum focusing on organic gardening, job skills, career and educational goal setting, financial literacy, nutrition, and life skills; and work productively in groups and independently. Our staff strives to ensure each participant develops skills and receives support to succeed.

First-year youth farmers participate three days a week from 9:00 a.m. – 2:30 p.m. for a total of 15 hours weekly. They are at the farm part-time from June through August, and then assist with running the onsite farm stand on Saturdays during September. Each day begins with a stretching circle and check-in, and work meeting. The work day is structured by dividing into work groups, with each group rotating through the tasks of the day. After lunch, youth farmers participate in educational activities, work on their individual or group projects, or attend weekly lessons.

The weekly lessons are taught by staff and guest instructors. The education component of the Youth Farm focuses on four main areas: 1) work readiness, including job skills, team-building, small business management and career exploration; 2) organic gardening philosophies and methods; 3) nutrition and food preservation; and 4) financial literacy. Guest speakers, independent projects, and field trips round out the educational program. Youth farmers also complete the requirements to obtain a Food Handler's Card, which will qualify them for employment in other areas of food service.

Financial literacy curriculum

Classroom activities focused on financial literacy are taken from two well-reviewed curriculums: the FDIC's Money Smart for Young Adults, and National Endowment for Financial Education (NEFE) High School Financial Planning Program. The Gardens Program Manager leads financial literacy group activities, and we invite a representative from a credit union as a guest speaker. The focus is on three areas: 1) setting financial goals; 2) creating and following budgets; 3) starting individual savings accounts. Youth farmers receive minimum wage for

their experience. For many, it is their first paid job. Receiving a wage has many benefits: youth gain self-esteem and increased ownership of their participation, and the satisfaction of receiving a pay check every two weeks. With guidance from staff, they learn to responsibly spend and save their wages.

Youth farmers also learn valuable financial skills in many aspects of running a small business that raises a significant amount of revenue. In the 2009 growing season, youth farmers at the farm stand sold \$17,216 worth of produce, and raised an additional \$18,000 through the 50-member Community Supported Agriculture program. At the farm stand, youth are equipped with and trained to use a cash box, a price sheet, and a scale. When customers purchase produce, they must calculate the total amount due, with some items being charged by the pound and some per item. They learn to collect cash and checks and give correct change. Customers use other payment methods that youth farmers must facilitate and know how to process, including the Supplemental Nutrition Assistance Program (SNAP), Women Infant and Children (WIC) vouchers, coupons, gift certificates, Senior Farmer's Market Nutrition Program vouchers, and That's My Farmer Bucks. They are responsible for calculating an ending cash balance each day. To track the amount of produce sold, they weigh all of the food items at the beginning and end of the day and make and track the daily results over the summer.

Individualized instruction, leadership opportunities, and goal-setting

In addition to the weekly classroom lessons, staff works with each youth to implement an individualized independent or small group project. Past projects have included tracking the progress of a particular vegetable crop, leading visitors on farm tours, writing articles for the Community Supported Agriculture newsletter, designing a mural or farm stand signs, and creating a worm composting bin. The youth also work in pairs on their own garden plots to practice their gardening and teamwork skills and to access produce for themselves and their families.

There are leadership opportunities for all youth, as they are mentored for jobs which require a higher level of responsibility. Two youth are hired to serve as crew leaders to assist with the ongoing operation of the farm, outreach to the general public, and leading of volunteer groups. Because of their experience, they are an informational resource for the crewmembers and lead by example. Two youth are hired as farm stand managers to run the Saturday summer farm stand, open from June through October. With staff guidance, they participate in planning the harvest; setting up and taking down of the stand; setting prices; harvesting and preparing produce; marketing through flyers, TV, and radio appearances; planning the annual Youth Farm Fest; handling cash; taking inventory and ordering supplies; and greeting and serving customers. In September, youth farm stand co-managers train first-year youth farmers in all aspects of running the on-site farm stand.

Youth create goals for themselves at the beginning of the season. They complete a pre-survey designed to assess their knowledge, self-esteem and work readiness at the beginning of the program. Staff provide coaching, mentoring, and assessment of their progress towards their goals through direct observation. Youth have weekly check-ins with staff and each other. They meet individually with the Gardens Program Manager at the beginning of the season and again in July and August to evaluate their progress. At the end of the season, youth evaluate themselves, their job performance, the program, and complete a post survey designed to measure any increase in job, life, and financial skills and knowledge gained. Parents are invited to complete an evaluation of the program and communicate their perception of how the program affected their children.

Making an impact

The most meaningful aspect of the paid youth farmers' positions is the opportunity to help others. While a portion of the gardens' harvest is sold for program sustainability, the majority is given directly to the FFLC food bank. Through the FFLC food distribution network, the produce is dispersed at food pantries, emergency meal sites, and emergency shelters across Lane County. Youth express that using their talents to help others in need gives purpose to their work.

Skills development, high school graduation, and pursuit of post-secondary education are primary objectives. The Youth Farm is an ideal place for youth to be successful. The program is structured with opportunities to set achievable goals, develop leadership skills and connect to the land, to adult mentors and to each other. The youth may bring a difficult attitude to the farm, but under the patient supervision and encouragement of garden staff and adult volunteer mentors, a personal transformation occurs. For many this is the first time they have had the opportunity to contribute to their community. For some, it is the first time they have received praise from an adult. In the words of one of the youth farmers, "I am so grateful to have this job. I have learned so much and found it an excellent program to get kids started in the work place. The non-stop giving that this farm does has inspired me to give more." ~ Daniel, age 19

2. 2010/2011 Service Objectives and Outcomes

A. Service Objectives (# people to be served and/or services provided):

You may choose the 12-month reporting period that best matches your data collection system as long as the period begins in calendar year 2010.

12-Month Service Objectives: 6/01/ 2010 through 5/31/2011
(Month/Day/Year) (Month/Day/Year)

Proposed Service Objectives:

- Sixteen youth complete job skills training, financial literacy education, and career and educational goal-setting activities
- Sixteen youth complete a curriculum focused on horticulture and nutrition
- Sixteen youth receive 3.0 college credits through the cooperative education program at Lane Community College and will tour the campus
- Nearly 400 children and youth will participate in service learning activities at the Youth Farm
- At least 55,000 pounds of organic produce grown at the Youth Farm will be distributed to FFLC's network of partner agencies, who serve approximately 68,000 people annually

B. Proposed Services Outcomes (measurable statement of intended effect on target population.)

Dates should match the service objective dates you specified in question 2 A.

Proposed Outcomes and Performance Measures for each proposed service (provide in table format, correlating measures to proposed outcomes):

Example: Note: Table can be expanded as needed to include all information.

<i>Outcomes</i>	<i>Measures</i>
Participants will demonstrate an increase in job skills	Pre and post surveys; staff observation
Children and youth will gain work experience	Staff observation and case notes
Participants will demonstrate an increase in financial literacy	Pre and post surveys
Participants will open and maintain an individual savings account	Participant evaluations
Participants will graduate the program with realistic career and educational goals	Participant evaluations
Participants will demonstrate an increase in horticulture knowledge	Pre and post surveys
Participants will increase their knowledge of healthy nutrition	Pre and post surveys
Participants will be more engaged and successful in an academic setting	Interviews with teachers
Lane Country residents will have access to healthy food through the FFLC food distribution network of partner agencies	Records of pounds grown and distributed

Note: Please include a copy of your Logic Model if one was developed. It is excluded from the 15 page limit.

3. Tracking Systems

What systems will be used to track the impacts and outcomes of the services provided and support continuous improvement? (e.g., telephone logs, client files, client satisfaction survey, pre-test/post-test, software systems, etc.) Please note if a tracking system is already in use, or if it will be developed to support the program.

Tracking systems in use include:

- **Attendance records for youth participants.** All youth fill out a time card daily, and staff record youth attendance, lateness, absences, and requests for time off.
- **Files on each youth farmer with brief case notes, and copies of their educational papers and journals.** Staff enter case notes on a bi-weekly basis that focus on participants’ job skills development, and career and educational goals development. Youth write in journals once per week about their experiences, knowledge acquisition and goals development. At the end of the program, each youth writes a two-page essay that focuses on what they gained through their experience in the program.
- **Pre and post tests that measure participants’ knowledge and experience in job skills, gardening, nutrition and financial literacy, and improvement in self-esteem.** Youth fill out two pre and post tests. One measures knowledge acquisition in the areas of job skills development, gardening, nutrition and financial literacy. The other is designed to measure their level of self-esteem.

- **Goal setting worksheets completed by each youth.** Youth meet with the education coordinator to set goals for the program, as well as future career and educational goals. Staff members use the information to set-up interviews with community partners in related fields and to assist the youth in developing short-term goals to achieve their dream.
- **Monthly evaluation forms** completed by each youth with the education coordinator. Youth meet monthly with the education coordinator to talk about their job skills development and self-evaluate their job performance.
- **Evaluations completed by youth and parents.** Youth complete a final evaluation of the program, sharing what they learned and gained through their participation, and feedback on the program. Parents also evaluate the program and the effect they perceive on their child from his or her participation.
- **Records of pounds of produce grown**, and where the produce is distributed. We track amount of produce grown, amount sold at the farm stand and through the CSA, the amount the youth take home, and the amount of produce distributed by FFLC through its network of partner agencies.

Tracking systems to be developed:

- **Reports of interviews with teachers on student performance.** Currently we have an informal method of checking-in with teachers about their students' performance after the program. We are going to develop a more formalized approach.

SECTION III: SERVICE MANAGEMENT

1. Client Involvement

Describe your client involvement systems and how they lead to more efficient and effective services. For example: How are clients involved in service planning, offering feedback or making suggestions about your services? How do you measure client satisfaction? How do your feedback systems lead to more effective services? Please provide examples.

The 16 teens who work and learn in the summer program at the youth farm are involved in planning the program from their very first day at the farm. We solicit their suggestions for rules and guidelines for behavior of all participants, we request feedback from them about what they want to learn, and we encourage them to consider the program their own. We have found that the more involved and invested teens are in the program's structure, the more open they are to learning and integrating new skills and behaviors.

All youth farmers fill out an evaluation of the program at the end of the season, and participate in a group meeting to share what they liked about the program and give feedback on what needs improvement. Staff members use their suggestions in program planning for the following year.

For example, two years ago, one of the youth farmers requested that we focused more on post secondary learning opportunities. We added a field trip and tour to LCC to our curriculum, and solicited requests from all the youth farmers about what departments they wanted to visit. Youth Farmers now receive work experience credit from LCC through their participation in our program.

Parents of youth farmers fill out an evaluation at the end of the program, and we solicit feedback from teachers and school counselors who work with the teenagers.

2. Coordination/Collaboration

Describe specifically how you work with others in the community to maximize service to the people you serve. List any formal relationships, the nature of the partnership and the type of agreement (i.e. Memorandum of Understanding, Service Agreement, Contract or other documentation.)

The entire food banking system is built on partnerships and collaboration. While FOOD for Lane County administers many of its own programs, we rely on our network of approved partner agencies to distribute the majority of the food, including the produce grown at the Youth Farm. All FFLC Partner Agencies must be non-profit organizations, except Extra Helping program sites, which may be run by a for-profit housing organization that serves limited income populations. Each Partner Agency signs an Agreement that is renewed every two years. FFLC also partners with trained OSU/Lane County Extension volunteers that teach clients how to prepare healthy, low-cost meals and demonstrate recipes at each pantry monthly.

We work in partnership with food wholesalers, retailers, distributors, growers, processors, restaurants and commercial kitchens locally and with other food banks in Oregon. Hundreds of local agencies and businesses also conduct food drives every year. FFLC continues to seek new collaborations to ensure that all people in need have access to food. The staff attends community events, collaboration meetings, and educational opportunities to learn about community needs and offer food resources to new agencies and organizations. FFLC could not accomplish its work without the support of thousands of volunteers, hundreds of businesses, and numerous social service agencies in the county who work together to provide comprehensive services.

3. Diversity / Accessibility

“United Way of Lane County believes that respect for and understanding of all cultures, peoples, and lifestyles are central to our mission of helping people care for one another. To that end, United Way will demonstrate that it values diversity in its funding of programs in Lane County. We will attempt to promote and recognize programs and organizations which provide culturally appropriate services, ensure access for people needing those services, and show a valuing of diversity in volunteer, staff, and service systems.” --United Way of Lane County’s Diversity Statement

Describe how diverse segments of the community have access to the proposed services. Describe your efforts to continuously improve services to underserved populations. Diversity can include but is not limited to: race, gender, ethnicity, physical ability, sexual orientation, age, familial status, economic status, rural/urban location.

FFLC believes in making food assistance and other programs and services available to all people, regardless of race, color, national origin, sex, age or disability, or any other distinguishing characteristic. This philosophy of open access guides our service ethic of treating all people with dignity and respect.

FOOD for Lane County has identified reaching more of the Lane County population with our services as an attainable goal. To that end, we have a staff position titled Multicultural Liaison who is charged with increasing our outreach and service to a diversity of populations. This staff member’s responsibilities include: developing strong and effective collaborations between FFLC and diverse populations, with an emphasis on the Latino community; advocating and educating for solutions to the root causes of hunger and poverty; developing population-specific creative solutions around delivery of emergency food and services, and working with

other FFLC staff to increase their awareness of hunger issues and how they affect multicultural populations.

All FFLC staff members take part in diversity trainings, and managers check-in with their staff to make sure everyone is following the goal of being inclusive of all Lane County residents in our programs and services. FFLC's receptionist is bilingual, and our outreach materials are translated into Spanish.

We are incorporating more culturally appropriate foods into our distribution system, and are growing vegetable crops that appeal to the growing Latino population in our gardens. All of our partner agencies are required to complete a Limited English Proficiency Plan, attend a comprehensive civil rights training each year, and agree to ensure that food assistance programs are open, welcoming, and sensitive to the needs of diverse clients.

At the Youth Farm, we will work in conjunction with the Multicultural Liaison to identify opportunities to do outreach to Latino and African American youth, through organizations like Juventud Faceta, the Latino Youth Group of Amigos Multicultural Services, and La Raza Unida youth conference at the University of Oregon. Our goal is to have at least two youth farmers be students of color.

4. Use of Volunteer and Partnership Resources

Describe how you use volunteers. Include type of positions they hold, number of volunteers, and total volunteer hours per year. Describe your capacity to mobilize additional community partners and/or in-kind resources in conjunction with the proposed services.

Last year, thousands of volunteers donated over 66,000 hours of their time, skills and labor to our organization. Volunteers serve in many capacities. Our volunteer board members are very involved with our organization, planning our overall vision, overseeing our fiscal health, serving on committees, helping with fundraising and events, and assisting programs with evaluation and outreach. Other volunteers serve on event planning committees, do outreach, train other volunteers, and assist in several of our operations and programs: the kitchen, the warehouse, the Summer Food Program, the Dining Room, and the gardens.

At the Youth Farm, over 1,500 volunteers of all ages and backgrounds assist in cultivating the 3-acre farm, contributing 4,000 hours annually. Our volunteers range from people who have never been in a garden, to skilled retirees who design and build storage sheds, drive our tractor, and troubleshoot solutions to problems. Trained long-term volunteers serve as mentors to the youth. They work with them in performing farm tasks, prepping produce, selling produce at the farm stand, learning alongside the youth. Volunteers also serve as guest speakers, leading lessons and workshops and hosting field trips for the youth farmers. Staff solicits feedback from volunteers, and actively works to incorporate their suggestions. We strive to create an atmosphere where all volunteers know that they are valued, and are a fundamental asset to achieving our goals.

Partnerships and collaborations increase the effectiveness of our work. The Springfield School District owns the land the farm is built on, and Willamalane Parks and Recreation provides some of the water and skilled volunteers for occasional projects. We partner with several youth service agencies and community garden organizations including: Direction Services, Boys and Girls Club, Housing and Community Services Agency, School Garden Project, University of Oregon Urban Farm, Healing Harvest, Huerto de la Familia/The Family Garden, Lane coalition for Healthy Active Youth (LCHAY), LEAD Teen Program, Looking Glass Youth and Family Services, 4j, Bethel & Springfield School Districts, and the Lane County Department of Youth Services.

Local business and individuals support the work of the gardens by donating in-kind goods and services each year, valued at thousands of dollars. Down to Earth Retail and Distributors has been a major in-kind donor, as well as Rexus Forest Products, Willamette Valley Company, and Territorial Seeds.

5. **Budget**

A. Complete the budget form (Appendix B) included separately.

B. Describe the return on the UWLC investment. Include such factors as demonstrated cost effectiveness and efficiency of service delivery, how you will leverage other financial investments to support the work and the sources of other financial investment for this work. Describe how the work improves the effectiveness of the human services network in Lane County.

FOOD for Lane County enables the community to operate one local food distribution center and system, thereby saving individual charities the high cost of storage, personnel, and transportation which would be required to receive large food donations directly. These economies of scale allow for the most efficient and effective use of both food and financial donations. We follow the guidelines established by Feeding America to calculate our efficiency claim: for every dollar that is donated to the agency, we are able to provide three meals (3.84 pounds of food) to someone in need.

With a \$2.9 million annual operating budget, FOOD for Lane County is able to solicit, collect, rescue, grow, prepare, package and distribute \$7 million worth of food donations. (The dollar value of donated food is based on the IRS-approved average of \$1.50 per pound). If FFLC were merely a wholesale buyer or operator, we would not be able to achieve this significant leveraging of community resources. By serving as the regional food bank for the entire county, we are able to extend the reach and capacity of over 100 individual non-profit agencies and programs.

C. If you are requesting funding for Capital investment, including funding for physical space or renovation, you must include the full cost of the capital project and how you will fund the balance outside the UWLC amount.

Not applicable

6. **Follow-Up**

If you received a United Way Allocation in 2009, the United Way volunteer-led review panel will receive copies of your most recent panel summary report. Were there any concerns or conditions for continued funding identified by the United Way review panel during the last review?

Yes No

If yes, how have these been addressed by your agency?

7. **Governance, Management & Organizational Capacity**

A. Briefly describe how this program fits into your organizational structure, how it will be managed, and how oversight will be provided. ***Complete Appendix C, Required Compliance Documentation, Exhibit A – Best Organizational Practices and Management.***

The Youth Farm is one of three gardens that complete FFLC's Gardens Program. Youth Farm staff is supervised by the Gardens Program Manager, who is in turn supervised by the Program and Services Director. The Program and Services Director is one member of the FOOD for Lane County Management Team which provides overall day to day direction for the entire organization. The Program and Services Director also keeps the Program and Services Committee of the Board of Directors informed of all program activities.

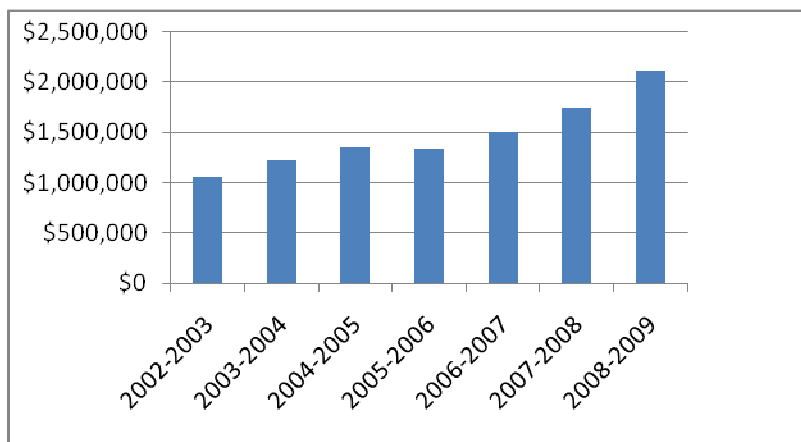
B. Describe the ability of the organization to carry out the proposed services successfully and efficiently based on current resources, i.e. expertise of staff, diversity of funding sources, board composition and involvement, fiscal and governance systems and facilities.

FOOD for Lane County is a leader in innovative programs that address community food security and has successfully managed educational gardens since 1991. Key personnel include: Jen Anonia, Program Manager, oversees the Gardens Program which includes two other garden sites besides the Youth Farm. At the Farm she coordinates the educational activities for the youth farmers, co-supervises the Youth Farm crew and co-manages the CSA. Jen has worked at FOOD for Lane County since April of 1999, and has a background in organic farming, environmental education, and at-risk youth development and programming.

Ted Purdy coordinates gardening activities at the Youth Farm, supervising the Youth Farm crew, additional school groups, and volunteers. He also manages the Youth Farm stand and co-manages the CSA. Ted has worked at FOOD for Lane County since April of 2004. Previously, he managed Hey Bayles! Farm, a local organic farm for several seasons, served as an AmeriCorps crew leader in Portland and is a graduate of UC Santa Cruz Agro-ecology Program.

Jennifer Surdyck, Youth Farm assistant, is new to the program, and brings with her a wealth of experience in youth leadership and educating community members about farming and gardening. Formerly the garden coordinator at Northwest Youth Corps, Jennifer is also an instructor at the University of Oregon's Urban Farm.

The Youth Farm is funded through a diversity of sources, including revenue raised through the Farm Stand and Community Supported Agriculture program (CSA), private and corporate foundation support, individual donors, and a Spring Plant Sale. Agency-wide, FFLC has a diverse funding base, which contributes to our financial stability. Funding streams from the 2008-2009 fiscal years include individual donations, government funding, grants, corporations, United Way, program income and other sources. Over half of our food donations come from local sources. Our success at fundraising In the past five years, with the assistance of a Meyer Memorial grant for capacity-building, we have cultivated a higher number of leadership donors –those giving more than \$1,000 per year With this approach, we have been able to increase our fundraising through direct mail, events, and food and fund drives each year. In 2008-09, leadership donors made up 30% of individual donors. The following fundraising history of the annual revenue raised by our Development department demonstrates our increasing ability to raise funds for general support.



With 38 full-time employees and a volunteer Board of Directors, FFLC has been able to effectively serve the emergency food needs of Lane County for 25 years. The FFLC staff is led by a management team of five, including the Executive Director (currently vacant). The Executive Director reports directly to the Board of Directors and is responsible for the daily operations, fiscal management, and long-term evaluation and planning for the organization. FFLC's Board of Directors is comprised of a diverse cross-section of individuals who represent the following professions: construction, research science, food industry, medicine, law, social service, banks, and the public sector. Sub-committees of the board include student representation, partner agency representation, voting board members and other interested members of the community. The Programs and Services Committee of the Board of Directors is actively supportive of the Youth Farm, and has been particularly helpful with creating evaluation tools and procedures. All staff and board members are selected based on expertise.

8. **Policy Adherence**

UWLC requires all service partner organizations to follow and adhere to the following UWLC Policies and Certification Documents:

- **Non-Discrimination Certification**
- **USA Patriot Act Anti-Terrorism Compliance Measures**
- **Agency Direct Fundraising Policy**
- **Donor Designation Policy**

Read and sign Exhibit B, United Way of Lane County Policies and Certification Documents, included in Appendix C.

All required documentation was submitted with FOOD for Lane County's Basic Needs Application.

Strategic/Preventive Investment Application

Proposed Services BUDGET

(fill in the yellow cells)



Agency Name:

FOOD for Lane County

Proposed Services:

Summer Leadership Program at the Youth Farm

	FY 09/10 Budget	FY 10/11 Budget
REVENUE/SUPPORT		
United Way Funding/Request (do NOT include Donor Designations)	\$0.00	\$17,000.00
Public Support: Contributions/Fundraising Events (include Donor Designations)	\$74,841.00	\$78,403.00
Government Funding*	\$34,000.00	\$0.00
Foundation/Corporation/Other Grants or Major Gifts	\$20,940.00	\$40,000.00
Program Service Fees or Membership Dues	\$0.00	\$0.00
Other Revenue	\$0.00	\$0.00
Total Revenue	\$129,781.00	\$135,403.00

*In FY 09/10 we received one-year ARRA funds. Typically, the Youth Farm does not receive government funding.

EXPENSES		
Personnel Related	\$104,006.00	\$108,403.00
Client Assistance	\$0.00	\$0.00
Other Direct Program Expenses	\$14,335.00	\$15,000.00
Administrative Overhead	\$11,440.00	\$12,000.00
Total Expenses	\$129,781.00	\$135,403.00

NET (should be zero)	\$0.00	\$0.00
-----------------------------	---------------	---------------

What percent of your agency budget do these proposed services represent?	4%	4%
What percent of your agency revenue is the United Way request?	0%	>1%
Number of employee FTE's (full-time equivalents) in proposed services?	3.14	3.14
Percentage United Way request to overall proposed services revenue	0%	13%
Administrative overhead percentage applied to proposed services	10%	10%

Completed by:

Karen Edmonds, Programs and Services Director

LOGIC MODEL for FOOD for Lane County Youth Farm Summer Leadership Program

IMPACT	At-risk youth are financially stable in teen years and into adulthood
OUTCOME	90% of Youth Farm Summer Leadership Program participants demonstrate employment skills, knowledge of gardening and nutrition, financial literacy, and have set clear educational and career goals.
MILESTONE[^]	Not applicable.
EVALUATION*	Pre and post surveys, staff observation, youth program evaluations, parent program evaluations, teacher feedback, and report of pounds of produce grown and revenue raised.
METRIC*	90% of youth participants will finish the program with employment skills and clear educational goals.
OUTPUT	Sixteen low-income and at-risk youth ages 14-19 receive wages, mentoring, training, and education in job skills, organic gardening, nutritious cooking, fresh produce, financial literacy and educational and career goal-setting while growing healthy food for distribution to low-income households.
ACTIVITY	Hands-on experiential farming and work experience: 3 days/wk., 5 hrs./day Classroom learning (including financial literacy, job skills development, nutrition education, gardening skills, career development, and educational goal-setting): 2-3 hrs./wk. Mentoring: 3 days/wk., 5 hrs./day
INPUT	Existing: 1.73 FTE Youth Farm personnel, 3-acre farmland, equipment, educators, .7 FTE wages for youth
	Needed: .7 FTE wages for youth, instructional materials
STRATEGY	Provide a structured, meaningful work experience for low-income youth ages 14-19 that is relevant, provides significant opportunities for responsibility, and has adult mentors creating caring relationships with youth. (The Food Project, Gale, 2006).
INDICATOR	Fifteen percent of Lane County children and youth live in poverty (OHCS report, 2008). Low-income youth test 16% lower in standardized tests (OR Statewide Report Card, 2007). Oregon's unemployment rate is 11%, as opposed to the national average of 10% (Workforce Development, 2010).
CONDITION	High unemployment, lack of affordable post-secondary education options, and financially stressed parents lead to low-income teens struggling to perform academically, unable to find viable job opportunities, and unable to improve their financial stability.

Metric and evaluation (*) sections required, but will not contribute significantly to overall score during this funding cycle. Demonstration of outcome measurement will be required in future funding cycles (e.g., data results, copies of survey instruments). If the agency currently does not conduct data collection to measure outcomes, document this as "In Development" in the metric and evaluation section of the Logic Model.

Milestone (^) section required only if short-term and long-term outcomes are measured.

United Way of Lane County Required Compliance Documentation

All Applicants

UWLC policy requires all applicants to provide copies of the following documents along with their full proposal:

- **Documentation of Tax Exempt Status – Commonly IRS Determination of 501 (c) 3**
- **Audited Financial Statements** for the most recently completed fiscal year.
If no audit exists, submit a complete set of statements reviewed or compiled by a third party.
- **Management Letter/Auditor Recommendations**
When a management letter has been issued, submit the formal response from your Board of Directors. If a management letter was not issued, a letter from the auditor stating that no management letter was issued should be submitted.
- **Current Year Organization Budget**
- **Prior Year Organization Budget Compared to Actual Results**
- **Board of Directors' Roster**
- **UWLC Best Organizational Practices and Management Inventory**– Attachment A
A completed copy of Best Organizational Practices and Management Inventory
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Agency signed agreement to adhere to the following:
 - **Non-Discrimination Certification**
 - **USA Patriot Act Anti-Terrorism Compliance Measures**
 - **Agency Direct Fundraising Policy**
 - **Donor Designation Policy**

Funded Organizations

Once funding has been awarded, the organization must:

1. **Sign an Agreement for United Way Service Providers**
2. **Annually submit the following:**
 - **Board of Directors' Roster**
 - **Budget-to-actual comparison report for current year**
3. **As requested by UWLC on an interim basis:**
 - **Program Specific demographic information**
 - **Progress on output or outcome measures as listed in application and proposal**

Attachment A

United Way of Lane County Best Organizational Practices and Management

Agency Name: FOOD for Lane County

The following questions represent generally accepted best practices for the management and governance of non-profit organizations. Please respond with **Yes** or **No**. If **No**, provide a brief explanation. (Note: These are not required and some policies and activities may not be appropriate for your agency.)

ORGANIZATIONAL MISSION AND DIVERSITY	Yes	No	Other/Explain
A. Mission			
1. Our agency has a written mission statement that reflects our purposes and values.	X		<i>To alleviate hunger by creating access to food</i>
2. The board regularly reviews our agency's mission statement.	X		
3. Our agency engages in annual planning that helps define organizational and divisional goals.	X		
B. Diversity			
1. Our agency's governance and operations strive to be inclusive of all parts of our community.	X		
2. Our agency strives to reflect the diversity of the community we serve.	X		
3. Our agency has a written policy and practice of non-discrimination in the following areas:	X		
a. Employment (recruitment, hiring, assignment, promotion, discipline, termination)	X		
b. Board and committee participation	X		
c. Volunteer selection	X		
d. Service delivery	X		

FINANCIAL MANAGEMENT	Yes	No	Other/Explain
A. Audit			
1. Our agency has an annual audit or review done by an independent certified public accounting firm.	X		
2. If yes, the reports and management letter (if provided) are reviewed by a finance committee or the board.	X		
B. Financial Transactions and Controls			
1. Our board has approved a policy specifying that dual signatures are required on checks over a certain amount.	X		
2. Our board has approved a delegation of authority to specified levels of management that shows types and limits of spending or approval authority.	X		

C. Money & Investments	Yes	No	Other/Explain
1. Bank deposits are FDIC insured and account balances are at or below the \$250K limit.	X		
2. The board has adopted an investment policy that is regularly reviewed.	X		
3. Securities, mortgages, insurance policies and similar instruments are under the control of the executive director, chief financial officer, or board member.	X		
D. Capital Equipment	Yes	No	Other/Explain
1. The board approves all equipment purchases, leases, and related renewals over a certain dollar amount.	X		All purchases over \$5,000
2. Periodic physical inventories are taken and compared with the capital equipment ledgers.	X		
E. Accounts Payable	Yes	No	Other/Explain
1. The board has approved a written purchasing policy.		X	
2. All deposits for payroll taxes, employee retirement contributions, etc. are made in a timely manner.	X		
3. Purchases for or on behalf of employees are made pursuant to a board-established policy.		X	
4. Credit cards are issued in the agency's name but assigned to specific employees and in line with board policy.	X		
5. Credit card usage by employees is limited to use specified by board policy and is periodically reviewed by supervisors or, in the case of the executive director, the budget or finance committee.	X		
F. Employees Expense/Reimbursement	Yes	No	Other/Explain
1. We have a board-approved policy governing if and when salary advances (draw), travel advances, and per diems are provided to staff.	X		
2. There is a travel and employee expense reimbursement policy approved by our board.	X		
3. Employees are required to submit expense reports for all reimbursements within 60 days of expenditures.		X	
4. The board assures that the executive director's travel and expense reimbursement are reviewed and approved.	X		
G. Budgeting and periodic financial reports	Yes	No	Other/Explain
1. Our agency forecasts financial requirements for proposed program activity and optimum use of funds.	X		
2. The executive director prepares an annual comprehensive operating budget and capital budget, presents the budget to the board for approval, and establishes controls to assure that budgetary objectives are achieved.	X		
3. Substantial changes in the budget are presented to the board for approval.	X		
4. Our board, or the financial committee:			
a. Reviews the financial statements (statement of activities, statement of position) on a quarterly basis	X		Monthly

b. Receives explanations of major variances.	X		
c. Receives a comparison of actual to budgeted expenditures for the reporting period and year-to-date by program.	X		
d. Reviews source and amounts of funding by function.		X	
GOVERNANCE	Yes	No	Other/Explain
A. Board of Directors			
1. Our agency has a governing board of citizen leaders.	X		
2. Our board is a volunteer group serving without compensation.	X		
3. Each board member has received training, as well as guidance materials on board governance and our agency operation.	X		
4. Our board ensures the creation of and approves agency policies and procedures.	X		
5. Our board hires, terminates, evaluates, and sets compensation for the executive director.	X		
6. Our board delegates responsibility for day-to-day agency operations to the executive director.	X		
7. Our board meets at least quarterly. Indicate how often: _____	X		
8. Our agency creates and maintains permanent board minutes.	X		
9. Our agency ensures continuity by having overlapping board member terms.	X		
10. Our board's nominating process ensures that the board remains appropriately diverse with respect to gender, ethnicity, culture, economic status, disabilities, and skills and/or expertise.	X		
11. Our board has a process for handling urgent matters between meetings.	X		
12. Each board member has contact information for the entire board.	X		
13. Our board evaluates the executive director on an annual basis.	X		
14. Over the last year, at what percent of your board meetings did you have a quorum in attendance? Indicate percentage _____	X		
B. Bylaws and Policies	Yes	No	Other/Explain
1. Our agency has written bylaws.	X		
2. Our agency provides each board member a copy of the bylaws.	X		
3. Our bylaws state the requirements for a board quorum.	X		
4. Our board regularly reviews the bylaws.	X		
5. Our agency has written operational policies and			

procedures.			
6. Our board has approved a code of ethics for both staff and volunteers, which includes provisions for ethical management, client confidentiality, publicity and fundraising practices.	X		
7. Our agency has a written conflict of interest policy and a mechanism for resolving conflicts should they occur.	X		
8. Our board ensures that the agency has personnel policies and written job descriptions.	X		
C. Board Committees	Yes	No	Other/Explain
1. Our agency has standing and special committees that have been established to achieve efficiency of operations and share responsibility for decision-making.	X		
2. Our agency's board members serve on at least one board committee.	X		
3. Our agency committees meet on a regular basis (monthly or quarterly).	X		
4. Our agency committees' activities and recommendations are reported to the board (verbally or in writing) for approval/action.	X		
D. Compliance with legal requirements	Yes	No	Other/Explain
1. Our agency complies with all applicable legal, local, state, and federal operating and reporting requirements, including non-discrimination and non-profit requirements.	X		
2. We have been the subject of a governmental investigation in the last 24 months.		X	
E. Insurance	Yes	No	Other/Explain
1. We have liability insurance covering volunteers, staff and board of directors.	X		
2. We have general liability coverage.	X		

Agency Name: FOOD for Lane County

Prepared By (Name): Michael Knackstedt

Title: Development Associate

Date: January 5, 2010

Attachment B

United Way of Lane County UWLC Policies and Certification Documents

"I hereby certify that

FOOD for Lane County

(print agency name)

agrees to follow and adhere to the following UWLC Policies and Certification Documents:"

- **Non-Discrimination Certification**
- **USA Patriot Act Anti-Terrorism Compliance Measures**
- **Agency Direct Fundraising Policy**
- **Donor Designation Policy**

Signature, Agency Director: _____



Print name: _____

Ron Detwiler

Date: _____

Jan. 5, 2010

United Way of Lane County

NON-DISCRIMINATION CERTIFICATION OF COMPLIANCE

“I hereby certify that our agency/organization is in compliance with all applicable Federal, State, and local laws that may apply to our agency regarding discrimination on the basis of: race, religion, color, sex, national origin, marital status, familial status, age, source of income, disability, sexual orientation, and any other category protected by such laws.”

ANTI-TERRORISM COMPLIANCE MEASURES

“I hereby certify that our agency/organization is in compliance with the USA Patriot Act and other counterterrorism laws, United Way of Lane County requires that each agency certify that all United Way funds and donations will be used in compliance with all applicable anti-terrorist financing and asset control laws, statutes and executive orders.”

AGENCY DIRECT FUNDRAISING POLICY

Intent

The intent of this agreement is to adapt current fundraising agreements to the new community impact model and foster a spirit of cooperation within our current system. United Way does not wish to regulate fund raising that has little impact on workplace giving. It is the position of this agreement that, in good faith, agencies will not engage in any development activities that would interfere with United Way's workplace efforts.

Agreement

- Member agencies will dedicate as much staff and volunteer effort as possible, in support of each other, to increase community giving from September to November.
- Agencies agree to grant United Way exclusive rights and leadership of the workplace campaigns.
- Member agencies agree to co-market with all fundraising activities as noted in the agency agreement and clearly identify themselves as a United Way agency.

DONOR DESIGNATION POLICY

United Way of Lane County conducts an annual, community-wide campaign for the purpose of raising funds and recruiting volunteers. The objective is to increase good will and public involvement and commitment to community goals by addressing high priority health and human care issues in Lane County, Oregon. Donor designations are offered within that context as a service to our donors.

Accepting Donor Designated Gifts

United Way of Lane County will accept donor designated gifts within the framework of the following choices:

- a designation to the Live United Fund
- a designation to a specific action area (Education, Income, Health)
- a designation to a specific eligible organization or another United Way
- a designation to exclude a specific United Way participating agency from receiving any portion of a donor's gift

A donor may designate all or part of their gift.

Eligibility Criteria

Organizations must meet the following criteria to be eligible for receiving designations through the United Way campaign:

- Contributions to the organization must be fully tax deductible to the donor. Specifically excluded in accord with this policy are political campaigns, political action groups, tuition, dues, or other payment for services.
- The organization must be in compliance with all necessary registration and filing requirements for charitable organizations.

United Way reserves the right to review the status of any organization at any time as it relates to eligibility for designations.

Promotion of the Donor Designation Program

Organizations—both United Way participating, as well as non-United Way—are expected to promote the United Way concept when engaged in activities surrounding the campaign. United Way of Lane County reserves the right to deny eligibility for designated funds to any organization that engages in or encourages activities designed to result in direct designations to their own organization through the annual United Way campaign.

Service Fees

United Way will forward designated gifts to specific agencies on a quarterly basis. Payouts will be based on the actual cash collected from donors less a service fee to help cover the fundraising and administrative costs. The amount of the fee is dependent on the amount of the donor's total gift or their employer.

United Way of Lane County Required Compliance Documentation

All Applicants

UWLC policy requires all applicants to provide copies of the following documents along with their full proposal:

- **Documentation of Tax Exempt Status – Commonly IRS Determination of 501 (c) 3**
- **Audited Financial Statements** for the most recently completed fiscal year.
If no audit exists, submit a complete set of statements reviewed or compiled by a third party.
- **Management Letter/Auditor Recommendations**
When a management letter has been issued, submit the formal response from your Board of Directors. If a management letter was not issued, a letter from the auditor stating that no management letter was issued should be submitted.
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A completed copy of Best Organizational Practices and Management Inventory
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Agency Name: FOOD for Lane County

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A. Mission			
1. Our agency has a written mission statement that reflects our purposes and values.	X		<i>To alleviate hunger by creating access to food</i>
2. The board regularly reviews our agency's mission statement.	X		
3. Our agency engages in annual planning that helps define organizational and divisional goals.	X		
B. Diversity			
1. Our agency's governance and operations strive to be inclusive of all parts of our community.	X		
2. Our agency strives to reflect the diversity of the community we serve.	X		
3. Our agency has a written policy and practice of non-discrimination in the following areas:	X		
a. Employment (recruitment, hiring, assignment, promotion, discipline, termination)	X		
b. Board and committee participation	X		
c. Volunteer selection	X		
d. Service delivery	X		

FINANCIAL MANAGEMENT	Yes	No	Other/Explain
A. Audit			
1. Our agency has an annual audit or review done by an independent certified public accounting firm.	X		
2. If yes, the reports and management letter (if provided) are reviewed by a finance committee or the board.	X		
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2. Our board has approved a delegation of authority to specified levels of management that shows types and limits of spending or approval authority.	X		

C. Money & Investments	Yes	No	Other/Explain
1. Bank deposits are FDIC insured and account balances are at or below the \$250K limit.	X		
2. The board has adopted an investment policy that is regularly reviewed.	X		
3. Securities, mortgages, insurance policies and similar instruments are under the control of the executive director, chief financial officer, or board member.	X		
D. Capital Equipment	Yes	No	Other/Explain
1. The board approves all equipment purchases, leases, and related renewals over a certain dollar amount.	X		All purchases over \$5,000
2. Periodic physical inventories are taken and compared with the capital equipment ledgers.	X		
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1. The board has approved a written purchasing policy.		X	
2. All deposits for payroll taxes, employee retirement contributions, etc. are made in a timely manner.	X		
3. Purchases for or on behalf of employees are made pursuant to a board-established policy.		X	
4. Credit cards are issued in the agency's name but assigned to specific employees and in line with board policy.	X		
5. Credit card usage by employees is limited to use specified by board policy and is periodically reviewed by supervisors or, in the case of the executive director, the budget or finance committee.	X		
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2. There is a travel and employee expense reimbursement policy approved by our board.	X		
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2. Our board is a volunteer group serving without compensation.	X		
3. Each board member has received training, as well as guidance materials on board governance and our agency operation.	X		
4. Our board ensures the creation of and approves agency policies and procedures.	X		
5. Our board hires, terminates, evaluates, and sets compensation for the executive director.	X		
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1. Our agency complies with all applicable legal, local, state, and federal operating and reporting requirements, including non-discrimination and non-profit requirements.	X		
2. We have been the subject of a governmental investigation in the last 24 months.		X	
E. Insurance	Yes	No	Other/Explain
1. We have liability insurance covering volunteers, staff and board of directors.	X		
2. We have general liability coverage.	X		

Agency Name: FOOD for Lane County

Prepared By (Name): Michael Knackstedt

Title: Development Associate

Date: January 5, 2010

Attachment B

United Way of Lane County UWLC Policies and Certification Documents

"I hereby certify that

FOOD for Lane County

(print agency name)

agrees to follow and adhere to the following UWLC Policies and Certification Documents:"

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- **USA Patriot Act Anti-Terrorism Compliance Measures**
- **Agency Direct Fundraising Policy**
- **Donor Designation Policy**

Signature, Agency Director: _____



Print name: _____

Ron Detwiler

Date: _____

Jan. 5, 2010

United Way of Lane County

NON-DISCRIMINATION CERTIFICATION OF COMPLIANCE

“I hereby certify that our agency/organization is in compliance with all applicable Federal, State, and local laws that may apply to our agency regarding discrimination on the basis of: race, religion, color, sex, national origin, marital status, familial status, age, source of income, disability, sexual orientation, and any other category protected by such laws.”

ANTI-TERRORISM COMPLIANCE MEASURES

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AGENCY DIRECT FUNDRAISING POLICY

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Eligibility Criteria

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- Contributions to the organization must be fully tax deductible to the donor. Specifically excluded in accord with this policy are political campaigns, political action groups, tuition, dues, or other payment for services.
- The organization must be in compliance with all necessary registration and filing requirements for charitable organizations.

United Way reserves the right to review the status of any organization at any time as it relates to eligibility for designations.

Promotion of the Donor Designation Program

Organizations—both United Way participating, as well as non-United Way—are expected to promote the United Way concept when engaged in activities surrounding the campaign. United Way of Lane County reserves the right to deny eligibility for designated funds to any organization that engages in or encourages activities designed to result in direct designations to their own organization through the annual United Way campaign.

Service Fees

United Way will forward designated gifts to specific agencies on a quarterly basis. Payouts will be based on the actual cash collected from donors less a service fee to help cover the fundraising and administrative costs. The amount of the fee is dependent on the amount of the donor's total gift or their employer.

