



2010 Strategic Plan Proposal November 20, 2010

Overview: On Saturday, November 20th Board members met to develop a five-year Lettuce Grow Garden Foundation strategy Plan. Two-Year Milestones were presented, which led to a discussion of what Lettuce Grow would want to celebrate in five years. The group then began building a strategy plan to achieve their long-term and short-term goals. Here is the outcome from the meeting facilitated by Suzanne Briggs.

Lettuce Grow History

2010 Milestones Lettuce Grow Garden Foundation

53,000 pounds of produce grown for facility kitchen use, 19,000 pounds donated to Food Banks

Structural

- Research on the garden and contact with DOC began early in 2008. In 2009: Incorporation, 501.C.3, Board development, recruited volunteers and established first garden at Coffee Creek Correctional (CRCI.) Established donation of extra food to local Food Pantry and first Oregon Food Bank garden classes CRCI.
- 2010: invited into six more prisons, worked closely with three and peripherally with three. Multiple visits and meetings took place with each facility with staff, superintendents, kitchen managers and some inmate gardeners. Maintained communication with all stakeholders.
- Recruited, trained and placed five more volunteers with extensive farm and master gardening experience. Monitored to guide thru DOC volunteer credential process, manage scheduling, sought feedback from staff. Established classes.

Practical

- Soil testing donated and accomplished for each facility.
- Portland Nursery donated 1000 packets of seeds and made us beneficiary of a raffle. Oregon Food Bank donated seeds. Growing Gardens donated seed for fundraiser.
- LGGF donated a copy of the OSU Master Gardening handbook to each facility.
- Inmates surveyed for interest in garden classes, 60 responded with interest
- LGGF blog was expanded to a full website; it was maintained and updated frequently.
- Concentrates Organics offered advice on organics and advice and deep discounts on soil amendments.

- Jim Kersey Bronec donated crimson clover seed for cover crops for all facilities in the fall.
- OSU's Master Gardening Program donated especially developed DVD's for its Master Gardening program so it could be utilized by inmates without internet access.
- OSU Master Gardener Program Extension Service certified our volunteers to use their time for satisfaction of Master Gardener volunteer-hours requirement. (Multnomah and Marion/Polk counties.)
- PGE gave us our first grant for \$2500. Burners Without Borders granted us \$500.
- We raised approximately \$4500 at one fundraiser and with letters from Board members.
- Narrative budget developed showing all resources that have come into project.
- Databases developed for donor tracking, cash and material contributions, and set up mail merge letter for acknowledgement of each donation.
- Volunteer Policy manual written and signed off on by all volunteers.
- Volunteer waiver developed and signed.
- Board D+O insurance purchased.
- Grant writer contracted, grants produced.
- Board Strategy session planned and implemented.
- Connections fostered with community partners and state agencies.
- Two requests have come in for consultation from other states.

2010 Results:

53,000 pounds of produce produced in four facilities for kitchen use, and 19,500 additional pounds were donated to Food Bank affiliates.

Value @ \$3/pound: \$149,835.00

- **Relationships fostered with policy planners and staff, trust established.**
- **Established weekly gardening classes at Columbia River Correctional, Piloted digital OSU Master Gardening Class for selected inmates.**
- **New volunteers recruited and trained, trust established.**
- **Organic practices have been suggested and fostered as practical.**
- **30 inmates at CRCI completed horticulture class and were given certificates. 3 inmates at CRCI are deep into the OSU DVD Master Gardening Class and report favorable results.**

2010 Financial Statement and comprehensive budget available upon request.

Lettuce Grow Mission

We will establish and enhance vegetable gardens in correctional settings. We will train volunteers to garden with inmates, educate on sustainability and organic gardening practices, and encourage donation of a portion of harvest to local Food Banks.

We will -

- establish community partnerships to achieve these goals
- help improve basic nutritional experiences for inmates
- generate marketable job skills for inmates
- educate on horticulture and sustainability
- promote pro social interaction between staff, inmates and the community

Lettuce Grow Values – Principals that guide Lettuce Grow

- A. Commitment to sustainable gardens and promoting stewardship of the earth
- B. Belief that:
 1. each person deserves to be treated with openhearted compassion
 2. Education and self-esteem go hand in hand, and reduce recidivism.
 3. Gardening has therapeutic benefits and fosters connection with the earth and community
 4. Good food is a mark of respect for self and the earth
 5. Cooperation and encouragement are key when facing challenges

Program Goals and Objectives for 2011-2015

Goals	Objectives
Lettuce Grow Garden Foundation is a sustainable non-profit organization	<ul style="list-style-type: none"> • Build organization infrastructure • Board has 10 active participating board members each year • Fund program manager • Fund Volunteer coordinator • Develop sustainable revenue streams. • Develop community partners (faith community, alternative to violence, transitional organizations, community horticulture programs, Mercy Corp NW, AmeriCorp program, etc) • Develop respect and access to state agencies of DOC and Public Health Department. • Achieve policy changes by building relationships with DOC Policy Council, Director of Corrections, and DOC Facility and Program Managers. • Participate and inform the national movement of prison gardens.
Value Volunteer’s Work	<ul style="list-style-type: none"> • Convene an annual volunteer appreciation reunion
An organic garden program from seed to compost in each Oregon corrections setting	<ul style="list-style-type: none"> • Establish criteria with DOC for a successful garden program (land, water,

	<p>staff support, # of volunteers per site/acre, soil type, garden infrastructure, etc)</p> <ul style="list-style-type: none"> • Unified procurement of seed and soil for correction gardens. • Program curriculum incorporate sustainable earth friendly education and practices • Encourage policy that all food service incorporate garden produce in food offerings. Work with DOC nutritionist to accomplish this.
Improve Health of Inmates	<ul style="list-style-type: none"> • Research and educate about the current nutritional standards. • Use evidence-based research to improve health. (food related, mental wellbeing, skill development, etc) • Decrease health cost by providing options for fresh fruits and vegetables • Increase inmate mental well being and self esteem by working in garden
Provide a working farm including animals husbandry	<ul style="list-style-type: none"> • Develop beehives and honey production • Develop orchards where practical
Institutionalize the garden program	<ul style="list-style-type: none"> • Work with DOC to provide metrics to measure impact of garden program: recidivism percentage, contact with inmates after release for job help, survey of usefulness of classes • Use evidence-based research • DOC establish a statewide garden staff position • Systematically develop the relationship with Oregon Food Bank network so they receive produce they need.
Disseminate Knowledge	<ul style="list-style-type: none"> • Develop a robust train-the-trainer module to share with other interested states and organizations. • Provide ongoing consulting to the correction gardens advocates. • Promote garden education models such as Oregon Food Bank Seed to Supper and OSU Master Gardener Certification Program • Share Lettuce Grow success stories through press releases, web site updates and other modalities

<p>Lower environmental footprint by purchasing of products close to the correction location.</p>	<ul style="list-style-type: none"> • DOC develops benchmark of dollars spent on Oregon products. • Increase the purchase of products from Washington and Oregon to lower environmental/transportation footprint.
<p>Develop Post-Prison programs and employment for garden inmates</p>	<ul style="list-style-type: none"> • Use OSU Master Gardener Certification Program to build future job skills. • Develop community partners to provide employment for certified inmate gardener's upon release. • Reduce recidivism through education and training on garden practices and landscape techniques. • Provide restitution opportunities for inmates. • Goal: One inmate farmer per year creates a small scale agriculture business with supporting resources such as mentoring, land acquisition, and business training • Provide opportunities for rehabilitated inmates to give back to community by sharing what they learned in the garden program (teach courses, manage community garden, etc)
<p>Transformation through pro-social interaction</p>	<ul style="list-style-type: none"> • Through the garden program develop trust and respect between volunteers, staff, DOC management and inmates.
<p>Build garden program capacity and decrease staff time needed for supervision of volunteers</p>	<ul style="list-style-type: none"> • Streamline recruitment and certification of volunteers. • Document the DOC volunteer certification process, establish "escort" LGGF volunteers to supervise new and potential volunteers. • Advocate for improving the process to save time. • Develop a floating teacher program

Lettuce Grow: Current Garden Program November 2010

- Manage a designated number of corrections settings per year
- Identify program champions in the community and facilities
- Recruit garden teachers and volunteers for each facilities
- Schedule garden curriculum classes to engage inmates
- Plan 2011 gardening season

- Coordinate harvest distribution
- Collect data and success stories.

Lettuce Grow Program Management

- I. *Program Coordinator* - responsibilities include manage yearly garden programs with volunteers, correction staff, and community partners. Develop timelines to assure maximum garden production and distribution, update website, submit financial reports to treasurer, evaluate program as defined by grants and board members, assist in developing train the trainer program. 20 hours per week
 - a. Staff Characteristics -
 - i. Educator
 - ii. Strong interest in sustainability, agriculture/gardening, food policy, health - nutrition, and organic food production
 - iii. Frame messages appropriately to stakeholders - be a compelling storyteller
 - iv. Bridge communications between inmates, correction staff, volunteers, community, and board members.
 - v. Experience working with non-profit.
 - vi. Recruit and train volunteers - Manage future volunteer coordinator (anticipated in 2012) - responsibilities include recruit, train, and empower volunteers, collect data, update volunteer manual. Anticipated hours TBD.

Lettuce Grow Governance

- II. Stakeholder Representative Board
 - a. Required Board Members
 - i. Farmer - Dan
 - ii. Organization Development - Barbara, Marianna
 - iii. Financial Development - Barbara Brady
 - iv. Educator - Develop curriculum
 - v. Sustainability - Nicole, Bryan
 - vi. Volunteerism - Sarah, Jean
 - vii. Corrections: Elyse
 - b. Other Desired Board Members
 - i. Food Policy Council advocate
 - ii. Nutritionist
 - iii. Department of Corrections
 - iv. Health Policy/Science Research for evidence based practice research
 - v. Legislation representative
 - vi. Inmate Family Member
- III. Advisory Board
 - a. Farmers - Chrissie Bernard, Marc Boucher-Colbert
 - b. General advisor - Rick Gustafson
 - c. OSU Master Gardener - Gail Langellotto
 - d. CPA - Brenda Barnhill
- IV. Board Committees
 - a. Executive Committee - Board Development, staff management

- b. Communications - press release, media, website, event promotion, solicit testimonies/success stories (add to website)
- c. Development Committee - Sponsorships, grants, fundraiser, Year End Donations
- d. Finance Committee - Yearly Budget and Financial Statement
- e. Program Development - Education Curriculum development, train the trainer program, disseminate knowledge

Lettuce Grow Board Recruitment Packet

- I. Board Member Characteristics - Interests in Horticulture, Sustainability, Social Justice, Rehabilitation and Recidivism, Justice System, Public Health, Food Sufficiency, Local Procurement

- II. Recruitment Packet - Three hole Plastic Cover Report Cover
 - a. Organization Board Recruitment Cover Page
 - b. Introduction which includes Organization origins, vision/mission, values, and goals
 - c. Lettuce Grow History -2010 Milestones
 - d. Public Reputation - Testimony to the organization's work.
 - e. Share printed success stories - Edible Portland, Portland Tribune.
 - f. Organization Governance - Stakeholder Representative Board, Advisory Board, Program Staff
 - g. Board Members Responsibilities - Participate in quarterly Board Meetings (March, June, September, December), and serve on a committee, participate in fund raising events.
 - h. Estimated volunteer hours per month,
 - i. Share how this organization could further the board member's career or life goals.

Lettuce Grow Board Notebook

- I. Board Recruitment Packet **PLUS**
 - a. Annual Budget and Financial Statements
 - b. Staff Job Description
 - c. Volunteer Documents
 - i.* Volunteer EXCEL Spreadsheet
 - ii.* Volunteer Handbook
 - d. Prison Community Profile of Garden Champions and Partners
 - i.* Columbia River Corrections - Volunteers Greg Schifsky, Sarah Menzies
 - ii.* Oregon State Penitentiary - Volunteer: Brian Fujita (facility closed 12/2010)
 - iii.* Santiam Corrections - Volunteers: Vonnie Lincoln, Linda Newell
 - iv.* Oregon State Corrections - Salem
 - v.* Mill Creek Corrections - Salem
 - vi.* Powder River Corrections - Baker City

References

Definitions

- **Vision:** Outlines what the organization wants to be, or how it wants the world in which it operates to be. It concentrates on the future, sometimes using visual picture words. It is a source of inspiration.
- **Mission:** Defines the fundamental purpose of an organization, succinctly describing why it exists and what it does to achieve its Vision. The mission answers the question “What do we do?”
- **Goals** – Specific accomplishments that when achieved will define how you are going to fulfill your mission.
- **Strategies** – The programmatic directives that will achieve the goals during the planning time frame. They are based on areas of interest, require ongoing commitment and participation and must involve face to face interaction with others.
- **Objectives** – The concrete steps you need to take to reach a goal an achieve program directives. Objectives are projected **milestones** that should be realistic and **measurable**
- **Tactics** – The multiple actions that break the broader objectives into assignable tasks that can be readily understood and accomplished. Put tasks in chronological order, name people involved to help you get there, put plan on a timeline, make them doable,