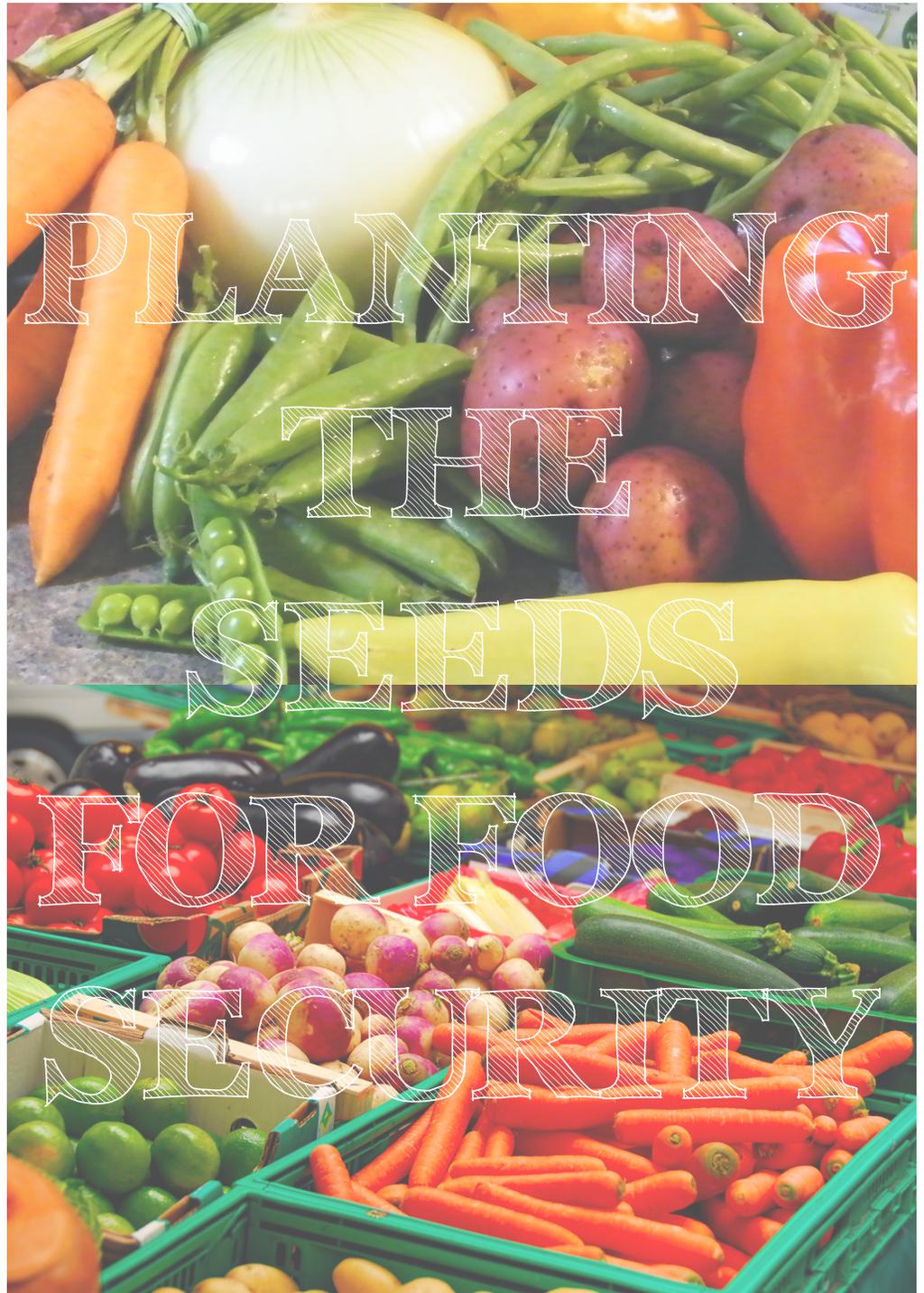


A TOOLKIT FOR

the Urban Farm Collective



Portland State
UNIVERSITY

Abstract:

This document contains an overview of the Urban Farm Collective's (UFC) current goals and objectives, as an assessment of their accomplishments, and a list of suggestions to help the UFC meet their remaining aims. The study of this organization includes an exploration of its neighborhood and volunteer demographics and is followed by an assessment of the UFC's achievements and ambitions. This document closes with a list of suggestions to meet stated goals.

Keywords: Urban Farming, Community Partners, Organizational Transformation, Food Security, and Food Justice

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Acknowledgements

Urban Agriculture & Food Systems

Portland State University

University Studies

Senior Capstone:

Spring 2013

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Ayla Ervin
Daniel Ervin
Taytlyn Fitzgerald
Anthony Foster
Hannah Goldberg
Emily Hajarizadeh
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Lizzy Simpson, Urban Farm Collective

Jen Turner, Teaching Assistant, Master's of Urban Studies Program



We would like to give thanks to Janette and the UFC crew

Impacts of the UFC

“ to bring neighbors together to transform vacant lots into neighborhood food gardens for the purposes of education, research, community building and improving food security. ”

What is the Current State of the Urban Farm Collective?

The UFC’s mission statement is “to bring neighbors together to transform vacant lots into neighborhood food gardens for the purposes of education, research, community building and improving food security.” The UFC operates in the inner Northeast neighborhoods of Portland, Oregon, but is looking to branch out and expand their mission to other neighborhoods within the city. The UFC is also assessing whether or not their current mission statement needs to be reworked. The information provided in this report examines the motivations of the participants, the demographic of the neighborhoods in which the UFC operates, and how the current system is actually functioning, thus providing a clear framework for the potential redefinition of the mission statement. Understanding the impacts that the Urban Farm Collective has on its members and its surrounding community is fundamental to assessing whether its mission is being successfully met, or if its participants and community members have alternative perspectives for the collective.

Methods

How Were the UFC Impacts Evaluated?

The impact of the Urban Farm Collective was assessed through multiple avenues. First, data associated with the barter market and barter point process was acquired through existing information kept by the organization, alongside newly collected data that was obtained throughout the process of this project. Additionally, a largely electronic survey was implemented that collected data revealing the demographics of the UFC participants, as well as further impacts that the collective has on its volunteers. Demographics of the neighborhoods, in which the UFC is located, were analyzed using 2010 US Census data and that information was used to create block level maps. Interviews were also conducted with the food bank

recipients of the UFC produce surplus. Through these avenues of research we were able to assess how the UFC further affects its partners, volunteers and its community.

How Was the Barter Point Process Assessed?

We collected the data points for analysis of distribution, SLUGS earned, SLUGS redeemed and the amount of varieties produced per garden, directly from the UFC database. Using that information, we created easy to read figures and graphs that demonstrate how the barter points are utilized.

How was the Survey Used to Acquire Data About UFC Participants?

By extrapolating relevant information from the survey data, employing both quantitative and qualitative analysis, while withholding biases, we generated a data supported model

representing the average UFC participant. Questions on the survey were carefully reviewed for continuity and clarity. By processing qualitative data we were able to pull common themes and concerns from the responses, ultimately generating a list of corresponding elements. Using location data, we designed a detailed map of participant location in relation to UFC garden location with provided cross streets and addresses.

How was the Community Demographic Analyzed?

We gathered 2010 US Census data and analyzed it at the block group level, at block intersecting a 0.5 mile radius around each of the 14 Urban Farm Collective garden sites. Block groups were checked for population density, racial distribution, and age distribution. Income and education levels were not included in this raw data analysis; maps produced by the City of Portland within

the catchment area are, however, included in this report.

How was the Impact of UFC Donations Investigated?

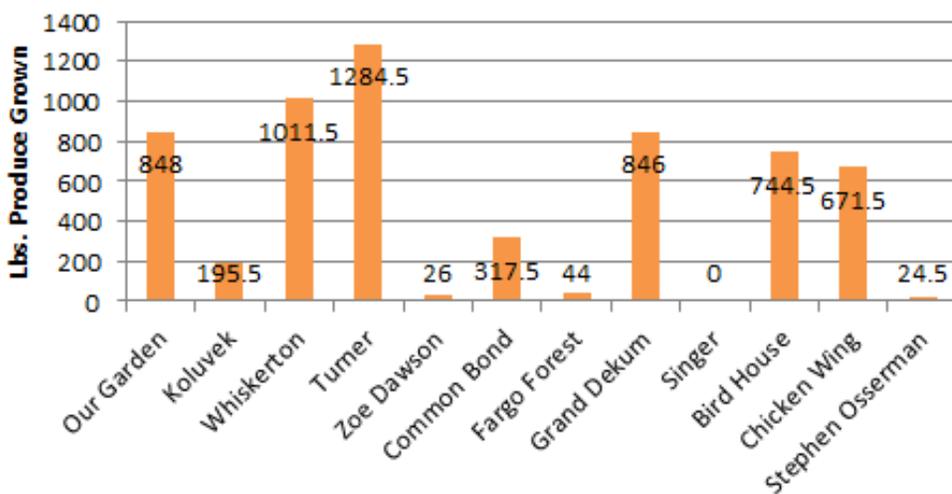
To find out the impact of the UFC on their recipient of their excess food, we interviewed the president of the St. Andrew's chapter of St. Vincent De Paul, the organization who runs the food pantry. We did a 15 minute interview and a tour of the food pantry to help better understand how the UFC's donations affect the larger community.

Results

How much does the UFC Produce and Where Does it Go?

Part of the current mission of the UFC is to improve food security through distribution of fresh produce. There are two major avenues through which the UFC distributes its produce. The first is by allowing volunteers to work in order to earn SLUGS, which are then exchanged for produce in a weekly market, and secondly through donations.

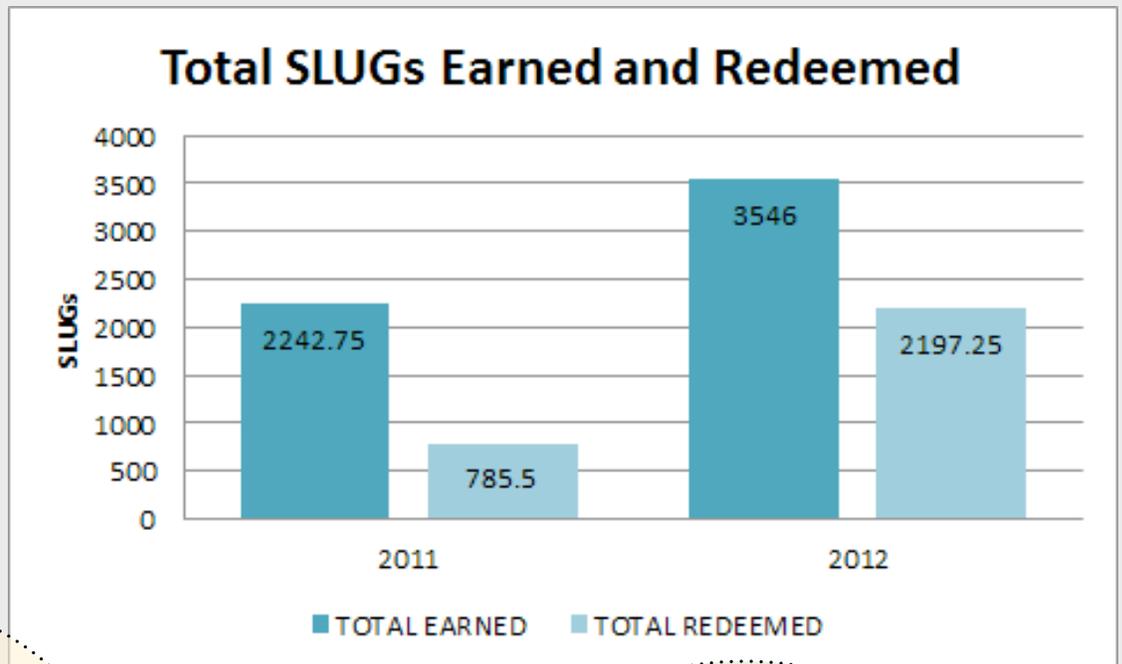
Total Output of UFC in 2012



In 2012, the UFC gardens produced 3,006.75 lbs of produce. A total of 3,546 SLUGS were earned by UFC members. A total of 2,197.25 SLUGS were redeemed at the market, 62% of the total SLUGS earned. A 27% increase in SLUGS redeemed was seen over a one year period. The UFC currently donates to St. Andrews Church. In 2012, the UFC donated 710.25 lbs, equal to 24% of its total crop yields to St. Andrews.

How are SLUGs Actually Used?

The value of a SLUG is loosely based on the cost of buying ten dollars worth produce from New Season's Market. A UFC member earns one slug for every hour worked in a UFC garden. The data below reflects the hours worked and SLUGS redeemed in 2011 and 2012. The accuracy of the data is dependent on how accurately hours were reported. Garden managers often stop reporting their hours later in the season when they have acquired more SLUGS than they could reasonably redeem in the season.



A total of **2,242.75** SLUGS were accumulated by UFC members

785 SLUGS were actually redeemed at the market, only **35%** of the total SLUGS earned.

In 2011, the UFC produced **2,222** lbs of produce during the June through October growing season.

Results of the Survey

Listed below is the average demographic and opinions of the UFC participants, according to our data that was retrieved from the survey. From this information, we can denote whether or not the UFC is succeeding in its mission statement, or if further measures need to be taken, whether through policy change or redefinition of the organization's mission. (A breakdown of the individual questions and responses can be found in appendix D.)

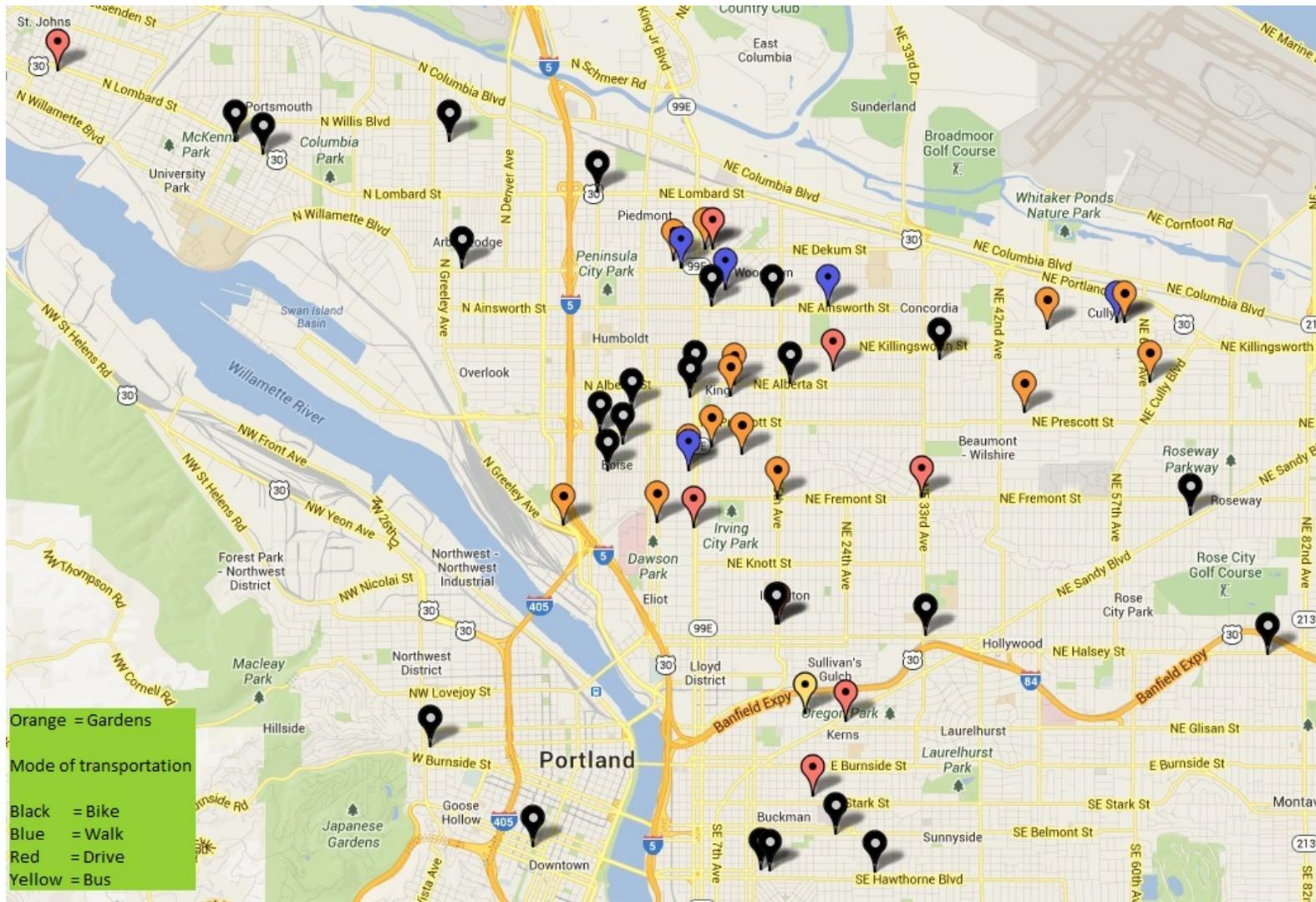
What is the Average Demographic of the UFC Participant?

- According to our survey, most members of the UFC are new to the collective and were recommended by friends. Volunteers spent an average of less than one hour a week their garden.
- The average profile of a UFC member is a white college graduate between 25 and 34 years old. Most members are employed or self employed and work forty hours or more per week. The average member has no no dependents and rents their place of residence.
- The majority of members bike as their primary mode of transportation . Most people who walk live approximately 0.4 mile from the garden the volunteer at. The average member spends 10-20% of their annual income on food and feel they eat more fresh produce due to their participation in the UFC.
- Most members participate in the UFC to build community as well as learn to garden. While most members possess some gardening skills, most consider themselves intermediate gardeners with much to learn.



UFC Participant Transportation to the Gardens

According to the survey, the majority of UFC participants bike to the gardens that they volunteer at. When the participant lives more than about three miles from the garden they drive to the location. Those that live more than four miles from the garden take the bus, and alternatively, those that live less than half a mile from the gardens walk.

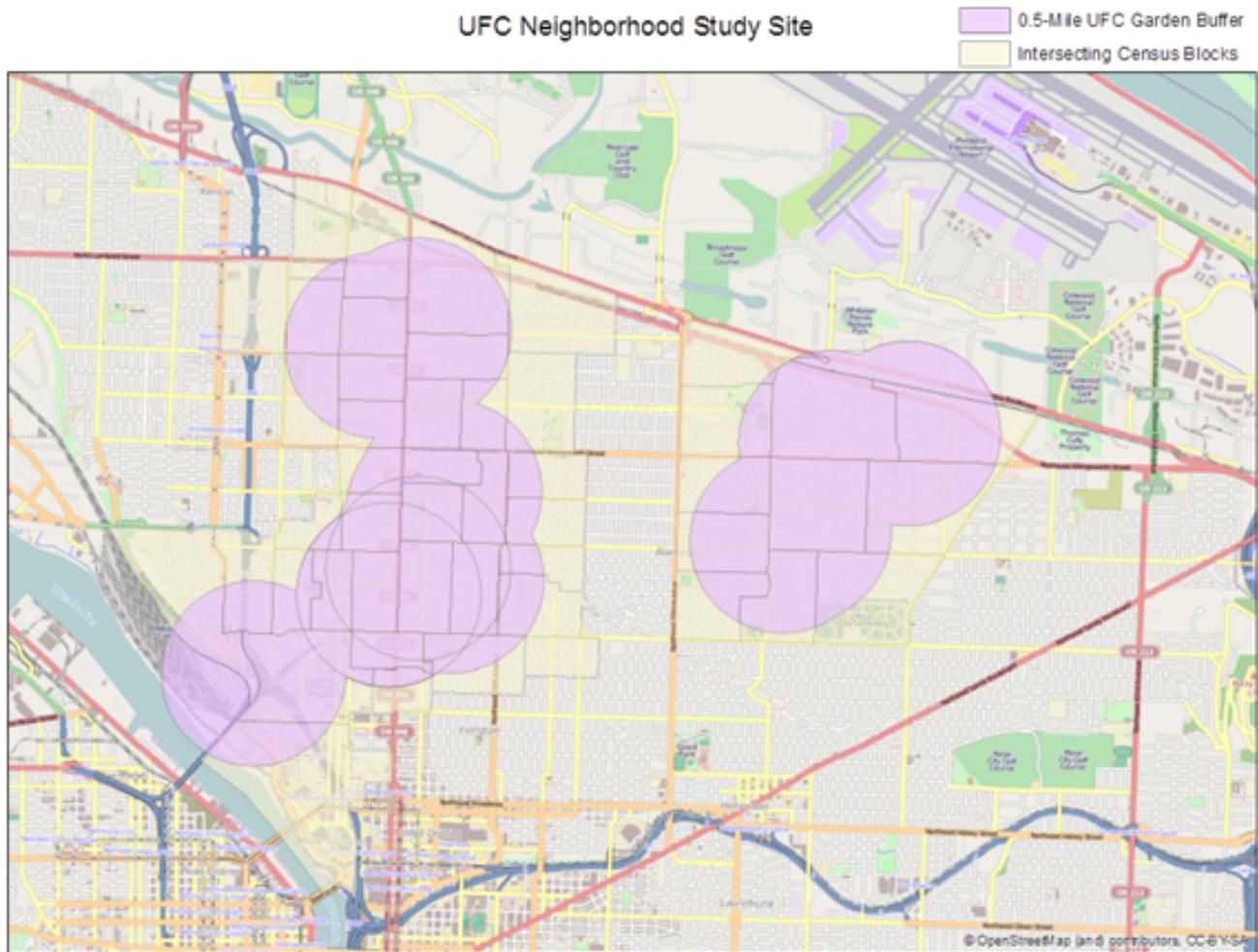


Transportation Mode	Number of People	Average Distance
Bicycle	24	2.9 Miles
Car	8	4 Miles
Bus	2	5.7 Miles
Walk	5	.4 Miles

Demographic Mapping

Study Site

The proposed study site for this report includes census block data that intersects with a 0.5-mile radius area around each UFC site. A polygonal representation of the sample site is shown below in Map A:

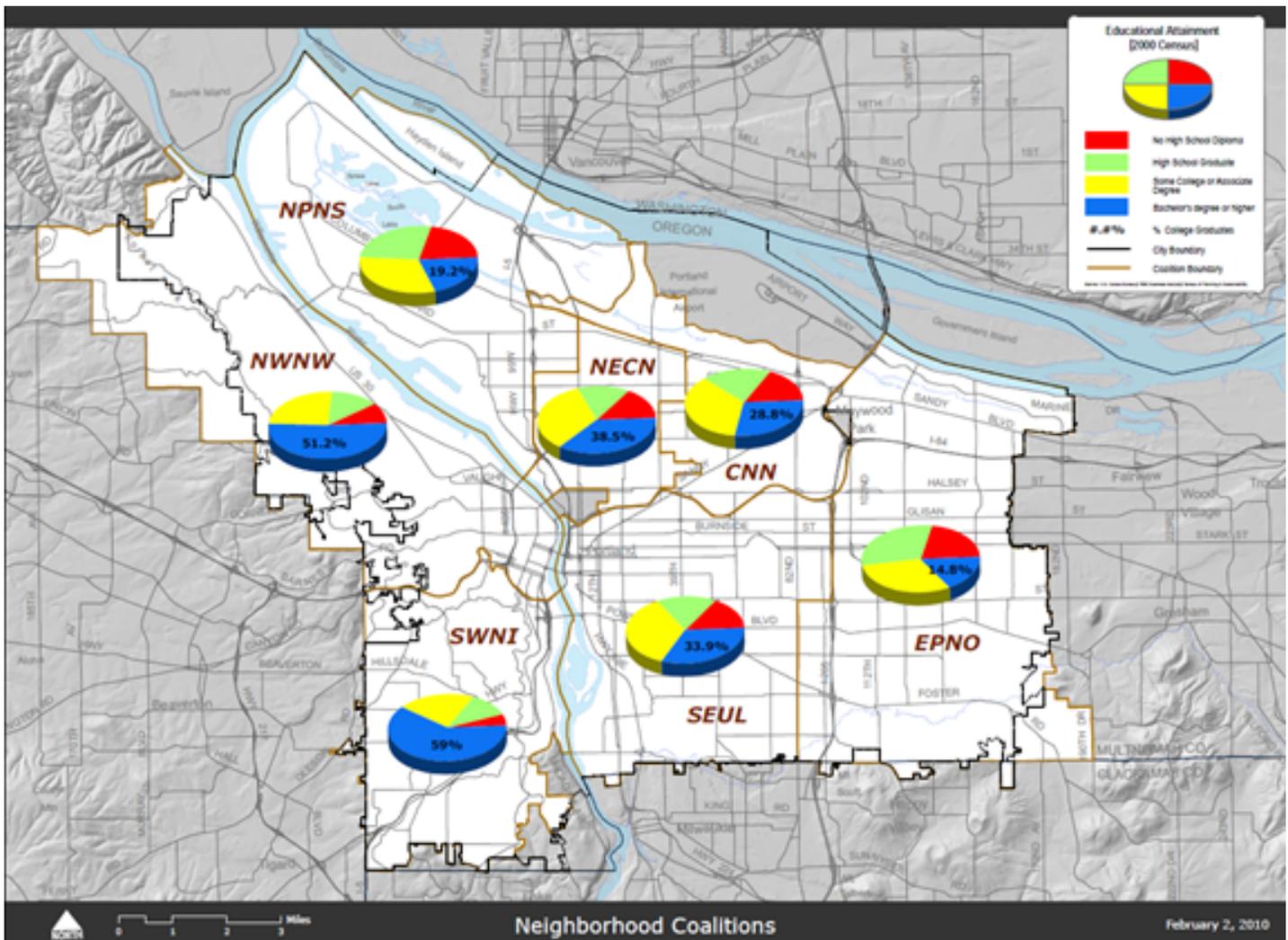


Map A: Targeted UFC Study Site

Education

Below are two maps that depict education levels within the city of Portland. Map B depicts the overall population's educational statistics broken down by percentage as they occur within each distinct neighborhood coalition within four categories: (1) no high school diploma;

(2) high school graduate; (3) some college or associate degree; (4) bachelor's degree or higher. This information was compiled and formatted by the City of Portland in 2010 and shows that, on average, over 50 percent of Portland residents have either attended, are attending, or have completed some form of higher education, regardless of the area of residence.



Map B: Education rates of Portland population as broken down into neighborhood coalitions (2010)

<http://www.portlandonline.com/portlandplan/index.cfm?c=52257>

Using official US Census Bureau data from 2010 and statistical results from our report's demographic survey a comparison of education levels was conducted to represent the frequency of UFC participants and that of the surrounding neighborhood (0.5 mile radius catchment zone of census blocks data as stated above). Table 1 demonstrates a higher frequency of UFC volunteers who have attained a

bachelor's or graduate degree than those residents of the defined neighborhoods included in the census catchment area. In fact, the combined higher education rate among UFC participants is approximately 87%, whereas neighborhood higher education rates are roughly 62%, respectively.

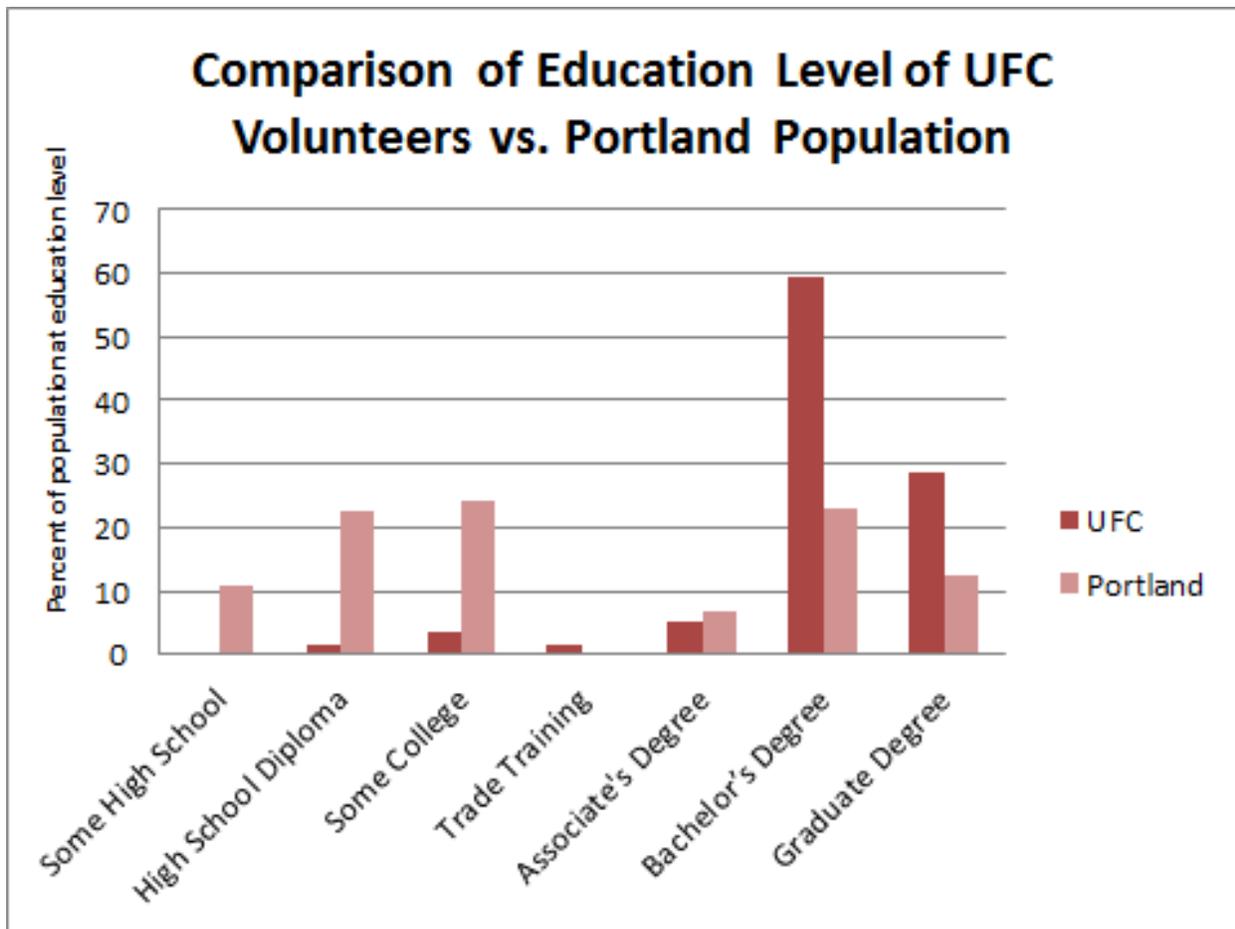


Table 1: Education levels of UFC participants compared to the general Portland Population (<http://www.clrsearch.com/Portland-Demographics/OR/Education-Level-and-Enrollment-Statistics>)

		Racial Distribution
Total Population:	50,216	100%
White alone	33,206	66.1%
Black or African American alone	10,021	20.0%
American Indian and Alaska Native alone	606	1.2%
Asian alone	1,270	2.5%
Native Hawaiian and Other Pacific Islander alone	195	0.4%
Some other race alone	2,216	4.4%
Two or more races	2,702	5.4%

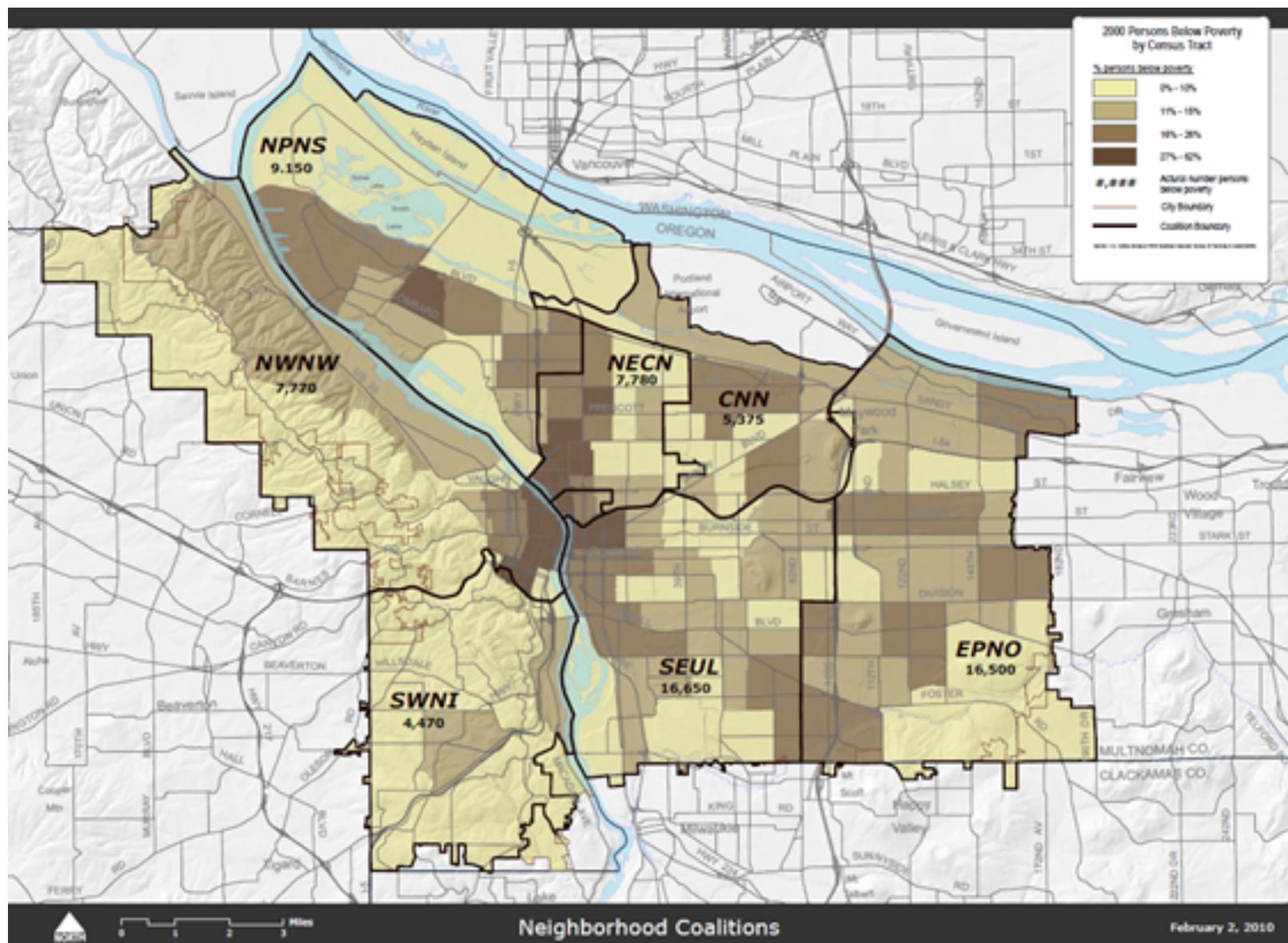
Table 2: Racial Breakdown of Targeted UFC Neighborhoods

Racial and Ethnic Demographics

Racial distribution was calculated using the 2010 US census data provided for the targeted neighborhood tracts as depicted in Map A. Average racial and ethnic distribution of the 46 block groups, which intersected with the 0.5-mile buffer placed around UFC garden locations, were calculated and racial frequency rates (%) of the total population were quantified (Table 2). The results indicate that, although NE Portland is considered a racially diverse area, over half of the resident population responded as being fully Caucasian. It is important to note that the Hispanic/Latino population was calibrated separately in the 2010 census data, therefore it was not included in the overall results in the population breakdown. The data census data does state that 15% percent of the population of Northeast Portland is of Hispanic or Latino decent.

Poverty

Poverty levels throughout the city of Portland are visually catalogued below in Map C, as provided by the 2010 study completed by the Portland Plan. This map depicts the percent value of the population that is below the federal poverty line using defined census tracts as measurable boundaries. The map also shows the number of people living under the poverty line within each neighborhood coalition. Some of Portland's highest rates of poverty can be found in NE Boise-Eliot, neighborhoods where the UFC operates. Neighborhoods in which over 25% of the population lives in poverty are NE Boise-Eliot and SW Old Town.



Map C: Poverty Rates by Census Block in Portland, OR
 (2010 <http://www.portlandonline.com/portlandplan/index.cfm?c=52257>)

Consumption

Food security is a community's ability to access affordable, nutritious foods. This part of our study begins with the recommended daily amount of vegetable consumption as provided by the US Department of Agriculture (USDA). These amounts were then compared to the averaged total output of produce measured by the UFC during one growing

season as a measure of impact UFC gardens have on their community's access to fresh produce. The study begins with detailing the total daily amount of recommended vegetable intake, which varies between genders and age groups, as listed below in Table 3.

In order to compare the recommended amount of vegetable consumption during the UFC's growing season (calculated number of days between the first and last date of the UFC Barter Market) and the total averaged amount of UFC produce production, the information provided in Table 3 was used in conjunction with age and gender demographics of the targeted intersecting block groups as shown in Map A. The result of this calculation (Table 4) is intended to quantify the amount of vegetables (in tons) that are recommended to satisfy daily consumption, as suggested by the USDA, for the entire population of the included neighborhoods over the 153 day period of one UFC growing season. The results of Table 4 emphasize a continuing need for local, sustainable supply of vegetables in order to achieve the UFC's goal of food security. As a comparison, the number of UFC participant members that were registered at the time of this writing for the 2013 season and their corresponding amount of vegetables per growing season is also included in this report. Analysis of the results of this calculation reveals that the UFC has been unable to, so far, meet the daily needs of vegetable consumption for the amount of volunteers that are active members during the growing season and as a result, expansion is critical to the success of the UFC's goal of local food security.

	Individual cups/day
Male:	
5 yrs and less	1
5 - 9	1.5
10 - 14	2.5
15 - 17	3
18 - 34	3.5
35 - 74	3
75 and up	2.5
Female:	
< 5 yrs	1
5 - 9	1.5
10 - 14	2
15 - 64	2.5
65 and up	2

Table 3: USDA Recommended Daily Amount of Vegetable Consumption (http://www.choosemyplate.gov/food-groups/vegetables_amount_table.html)

	Population	Total Vegetable Consumption (tons) per UFC (153 days) Growing Season
Total Population of Targeted Neighborhood Block Groups (Map A)	50,216	4,983
2013 Enrolled UFC Participants	153	18
Average (in tons) Total UFC Produce Production (per growing season):		1.5

Table 4: Comparative Analysis of Population Statistics and Recommended Vegetable Consumption (in tons) per 153 Day Growing Season and the Average Amount (tons) of Vegetables Produced by UFC Farms.

Results of St. Andrew's Interview

St. Andrew's hosts a food pantry that is associated with St. Vincent De Paul, providing emergency food for about 200 families, as well as assistance with bills and other emergency necessities. The St. Andrew's food pantry is the sole recipient of fresh food from the Urban Farm Collective that remains after market days. While much of the food produced by the UFC is distributed to it's volunteers, a large quantity is not claimed on market days. Therefore, approximately 25 percent of all food grown by the UFC goes to the St. Andrew's food pantry. The pantry relies heavily on the UFC for their fresh produce. When the UFC is not in season, only 10-15% of their food is fresh, most of which comes from irregular donations. During the UFC season, St. Andrews has significantly more

produce as well as a larger variety. While St. Andrew's additionally receives food from organizations such as the St. Vincent De Paul, the Oregon Food Bank, the Portland Fruit Tree Project, as well as federal food programs, most of these donations consist of processed or frozen food, speaking to the significance of the UFC's fresh food contributions.

St. Andrew's serves a demographic comprised of about half Black or Caucasian, with a significant Eastern European population. The other half of their clients are primarily Mexican, Haitian or Mayan. Much of their population represents a wide range of family types, while the primary languages spoken by the patrons are English, Spanish and various Mayan languages. All food pantry information is available in both Spanish and English, although the food pantry staff often do not speak Spanish.

Barriers

“ First we scavenge, then we borrow, then we buy as a last resort. ”

Fundraising Obstacles:

The UFC has (and currently only requires) a small budget of approximately \$3,000 per year. The money is used mostly to create and maintain gardens for the collective. There is no paid staff currently. The UFC maintains an emphasis on frugal gardening by saving their own seed, growing their own starts, and creating as much of their own compost as possible. Director Janette Kaden declared, “First we scavenge, then we borrow, then we buy as a last resort.”

Three basic organized fundraising strategies are regularly used to generate the annual budget: grants, fundraising events, and donation campaigns. The UFC received the Share the Good grant of 2013 from Seeds of Change. The UFC has also partnered with the Oregon Sustainable Agricultural Land Trust (OSALT) which has provided land, insurance, and some materials for the UFC. The UFC provides an annual report of their accomplishments and garden plans to OSALT. There have been fundraising events for the UFC semi-annually over the past four years, though these events have proven to be difficult to plan and were found to be rather costly themselves. However, there remains a desire to refine this process to create an annual fundraiser that not only generates revenue for the

collective, but also serves as a platform to showcase the hard work which happened over the past year. The UFC partners with the Willamette Weekly to host an annual funding drive through personal donations which includes solicitation of money, volunteer time, and materials. In addition to these fundraising efforts, some participants of the UFC choose to donate their own materials or money to the UFC. The UFC has successfully used the Kickstarter website to generate funds for their project in the past.

Volunteers and Administration Communication and Retention:

There has been a lot of early success in laying a structural foundation for the UFC in terms of physical needs and infrastructure. Naturally, as the most apparent needs of an organization are met, the gaze turns to refining the internal features of an organization to maximize efficiency and fortify the mission statement of the organization. From interviews with the planning committee and garden managers, some important areas of development have presented themselves; namely issues surrounding communication with, and retention of staff and volunteers. Retention of volunteers and garden managers was amongst the most common concerns reported during interviews with UFC staff.

The UFC experiences an annual reduction of both volunteers and staff as the weather begins to turn and people's summer calendars fill up. The result of this leaves a lot of work for the remaining members of the UFC. Additionally, this complicates annual reports for the UFC and makes future planning efforts more difficult. An insecure volunteer base and staff results in less certainty for the effectiveness for the organization. This phenomenon has sparked a debate amongst administration as to whether some budget money should be used as stipends or salary for the staff of the UFC. Currently the administration remains undecided on this topic. The administration must decide upon what solutions to this issue will coalesce with their mission statement and goals of the organization.



Also on the minds of the staff is how the UFC will handle the passing of the torch from leaving administrators to their replacements. The organization would like to have some protocol in place for the inevitable transition of administration. Additionally, there appears to be a rift developing within the staff between the administration team and the garden managers. Communication difficulties between the coordinators of nodes and the central administration appear to have an impact on defining clear goals and implementation. An example of a goal

which has been impacted by this communication breakdown is the UFC's intention to incorporate a larger minority population in their collective. This initiative has remained stuck in the planning phase as staff struggles to define a cohesive approach of moving forward to achieve this goal.

Additionally, garden managers and administration are asking for a centralized training to support the garden managers.

Previous trainings have been attempted, though self-report of both parties argued that they were not very effective. The UFC understands there is a substantial agricultural knowledge-base within the minority community of NE Portland and wishes to build a collective that empowers all of the residents of Northeast Portland.

Site Usage

Site utilization analysis produced some interesting findings. Individual UFC sites use from 25-50 percent of lot area for beds. An aggregate number of lot usages for the entire UFC proved not to be representative of individual gardens as lots usage varied greatly. Additionally, using bed size as an indicator of lot usage did not reflect the use of resources like sheds, paths between beds, and compost piles. One constant variable of site utilization is row width; consistently all rows averaged 3 feet in width; though varied greatly in length. Pounds of food production were not found to correspond with the amount of lot used for beds as some crops are much heavier and are larger producers than others (i.e. cucumbers vs. chard).

Gardens growing primarily leafy greens were found to produce 1/3 lb. of food per square foot and gardens growing nightshades such as tomatoes and potatoes averaged yields of 1 lb. of food per square foot.

Challenges with Resources:

While the UFC consistently faces difficulties in obtaining all of the

resources it needs, this

struggle can also be viewed

as a great success story of

the UFC as it demonstrates

the UFC's emphasis on

community building. The initial

barrier for the UFC was to find a place to grow the food. The

UFC took this challenge to the

owners of vacant lots

amongst Northeast Portland.

As the organization gains

public visibility, the acquisition

of land becomes less difficult.

Indeed, the most recent two

gardens have come from lot

owners approaching the UFC

initially. The leases are typically 1 to 3 year lot

leases. This presents a problem for the UFC

as it makes it difficult for them to plant

perennial crops, effectively reducing the biodiversity of the food the UFC can provide

to the community.

The partnership with OSALT has proven to be

an effective step towards sustainable land

acquisition as the OSALT property belongs to

a land trust which prevents land from being

developed for any reasons outside of organic

gardening. The result of this is that in the

OSALT sponsored gardens perennial food is

grown. Another interesting discovery during

the acquisition of land showed there are some additional steps to incorporating existing gardens into the UFC which are not present when creating new gardens from scratch. Insurance and a tax exempt ID number were other resources OSALT provided for the UFC.



Addressing the Barriers:

As with any organization, there are barriers to success within the UFC. Through a process of trial and error, the UFC has found some solutions to these hurdles, and other more complicated subjects remain on the table for exploration. In this section barriers to the success of the UFC are identified along with possible solutions to these problems. The barriers mentioned were obtained through interviews with UFC staff, volunteers, and St. Andrew's. Suggestions in this section are a combination of literature review, group brainstorming, suggestions from the staff and volunteers surveyed, and advice from St. Andrew's.

Recap of Barriers:

1. St Andrew's unmet needs

St. Andrew's, while acknowledging the gracious contribution of the UFC, requests support in keeping fresh foods on their pantry shelves for more months during the year. During fall, winter, and spring months the pantry reports that less than 10% of their food is fresh. Additionally, the pantry wishes to increase the amount of popular foods available to them such as potatoes and onions as these foods are in high demand and tend to go quickly. Finally, the pantry requests more culturally appropriate foods for latino populations such as peppers and tomatillos to help better support this demographic.

2. Creating and annual fundraising event

Many of the administration team when interviewed expresses interest in creating an annual event to help raise funds and solicit materials for the UFC. There have been attempts to host annual events in the past, though interviewees reported these efforts were often costly themselves and were not as successful as the UFC would like them to be.

3. Communication between administration and staff

Concern from both the central administration (i.e. planning committee) and the staff (i.e. garden managers and apprentices) has been aired about effective communication.

4. Retention of staff and volunteers

The UFC experienced an annual reduction of staff and volunteers as the weather turns and people's summer calendars begin to fill up. This is a particularly difficult issue when people in staff positions such as garden managers and apprentices begin to leave the UFC over the growing season as it leaves the gardens without the leadership it needs to be successful and puts additional pressure on other members of the UFC to take over additional tasks.

5. Involving more diverse populations

The UFC wishes to be an organization accessible to the entire Northeast Portland community. Upon interviews with administration and staff and review of the UFC volunteer demographics, it became clear that the UFC experiences a lack of minority volunteers, staff, and administration; as well as a lack of financial and educational diversity.

6. Signage and Flyers

The issue of signage has been presented previously to the UFC and a fair amount of progress seems to have taken place over the past year. However, many gardens remain without clear indication of what they are. Additionally, some volunteers reported discomfort working in a place which appeared to be no more than someone's backyard, especially when alone or in a small group. Clear and large signs could also help to increase the public visibility of the UFC and insight curiosity of everyday passers by.

7. *Bilingual Materials*

As an extension of creating a more inclusive environment for minority groups, bilingual materials such as flyers, website tutorials, calendars, etc... will make UFC involvement more accessible to Spanish speaking populations. Spanish speaking populations may be regarded as an important impact demographic as they represent a large population in NE Portland and account for approximately 50% of the families which use the pantry.

8. *Single barter market*

When surveyed, many volunteers reported their interest in volunteering declined as they accumulated SLUGS and were not able to attend the barter market. Additionally, if the UFC wishes to be useful to families who are experiencing food insecurity, the market must operate on a variety of different times and days to reach families with schedules complicated by working schedules.

Solutions

Suggested Solutions and the Barriers they Address

Suggestion	Barriers Addressed
Use Season Extenders	# 1
Create Bilingual Materials	# 1, 5, 7
Streamline Website	# 3, 4, 5, 7
Develop Volunteer Startup Kit	# 4
Restructure Administration and Staff	# 3, 4
Use Clearly defined Signage for all Gardens	# 6
Expand the barter Market	# 4, 8
Assign Staff Member or Administrator to the St. Andrews Pantry	# 5
Seek Community Partners	# 2, 4, 5

Use season extenders: addresses barrier #1

The use of season extenders such as hot or cold frames, greenhouses, or clotching could extend the season to begin much earlier and continue much later. This could help to assist St. Andrew's as they seek to provide more fresh food for their patrons during the fall, winter, and spring months. This could also improve the production of heat-loving crops such as tomatillos or peppers which St. Andrew's needs more of to provide culturally competent foods.

Create bilingual materials: addresses barriers # 1, 5, 7

Creating bilingual flyers could make the gardens more accessible to minority populations. Spanish speaking materials should be first priority for the creation of bilingual materials. Creating bilingual content on the website will also help to make the UFC more accessible to Spanish speakers. Having tools such as a bilingual calendar or a map of gardens with Spanish speaking garden managers may help to make the UFC even more inviting to Spanish speakers. Signs for labeling the garden should be done in English though should be accompanied by flyers in Spanish; and gardens with Spanish speaking garden managers may wish to advertise such on the garden's sign.

Streamline the website: addresses barriers # 3, 4, 5, 7

The website is the primary way volunteers learn when garden managers will be at gardens. It also will serve as a place of initial contact for new volunteers. The website in its current condition has all of the important

information available, though proved to be difficult for new UFC members to navigate. Consider creating a "Getting Started" button which would take a prospective volunteer to a page with all the information they would need to know when wishing to start their volunteer relationship with the UFC. Also, it is recommended that the UFC creates a tutorial on how to get started with the organization (also in Spanish) on the home page. The website also may be an appropriate place to house a communication forum between administration and staff members.

Develop a volunteer startup kit: addresses barrier #4

Gifting a startup kit to volunteers may help to increase volunteer buy-in. This kit could include an initial free "slug" for signing up to encourage exploring the barter market, in-kind materials such as gardening gloves, sunscreen, a nail brush, and a signed letter from the director thanking them for their interest in the UFC (also in Spanish).

Restructure administration and staff: addresses barriers # 3, 4

Survey results and personal interviews showed a need for more communication and connection between the garden managers, workers and the greater UFC community. Garden managers already committing time to their gardens have found it difficult to feel connected to the greater UFC and in turn must reserve time to connect with garden volunteers. With this in mind, recommendations have been made to restructure the UFC administration and add a few positions which will focus on enhancing communication between staff appointments within the UFC. This will also serve as an

opportunity to create clear and well defined roles of administration and staff. It is also recommended the UFC pursue measures beyond SLUGS to keep administration and staff engaged throughout the growing season. This could include providing administration or staff with a stipend for their time on the project. This could also include partnering with existing organizations which seek leaderships, practical, or job skill development. The UFC could also partner with departments at local colleges which require students to acquire internship placements for college credit to fulfill some of these roles; or take World Wide Opportunities on Organics Farms members for long term stays. All of these community partners listed may be able to provide the UFC with staff and administration members who are able and compelled to see the growing season through from start to finish.

Display clear signage at all gardens: address barrier #6

The presence of clear and informative signage at all of the gardens in the UFC will help with branding and public visibility. These signs should include a website to get more information and be accompanied by a flyer with additional information both in English and Spanish. The UFC may consider identifying gardens with a Spanish speaking garden manager on the sign.

Expand the barter market: addresses barriers #4, 8

Surveys indicated that it is difficult for many volunteers to make it to the weekly barter market. In fact, there were several reports of volunteers deciding to turn their effort to their

own gardens exclusively because they were not able to attend the barter market and felt their time with the UFC was better spent elsewhere. It is recommended that the UFC consider adding an additional market day or at least time so that other members of the UFC may participate in the market. The UFC may also consider having a barter market (perhaps only monthly to generate interest) at St. Andrew's during the time the pantry is open.

Assign a staff member to the St. Andrew's pantry: addresses barrier #5

Having a staff member or administrator present at St. Andrew's could help to inform the public about the work the UFC is doing and how to get involved. This would be an opportunity to educate community members about the mission of the UFC and how the elements of the UFC's mission benefit them and the whole community. It would be best if there was at least one Spanish speaking UFC member present for these outreach opportunities.

Seek community partners: addresses barriers #2, 4, 5

Additional community partners could provide volunteers, staff, and administration as mentioned above in the restructuring of administration and staff section. Additionally, some community partners may help to inject capital into the organization by way of funding, materials or networking. Other community partners may help with the planning stages while the UFC goes through transformations as it grows. Partnering with other non-profit and faith-based organizations in Northeast Portland and community centers may help to encourage community buy-in from minority community

members. Finally, some community organizations exist solely for the purpose of helping to organize and mentor blooming non-profits. A website address to a Google map we created that lists potential community partners is located under the Appendix.



Digging Deeper into Some of These Recommendations:

Website Suggestions:

Our assessment of the website's purpose is, in order of importance:

1. To provide resources for people who are new to the UFC.
2. To allow UFC volunteers to find work parties that they can come to.
3. To allow Garden Managers a simple means of communication.

We find that the website does a good job of achieving these goals, but there is room for improvement, as navigation of the website, as newcomers, was initially difficult. We propose that a clear tutorial of UFC be placed on the front page of the website. This tutorial would include step by step instruction of how to navigate the website to find work parties, and how the barter market works, e.g. a guide to becoming a frequent volunteer.

The tutorial should be available in English and Spanish. Essentially, what it would require is a 'Get Started' button that would efficiently outline the goals and processes involved with volunteering for the UFC.



Volunteer Welcome Kits:

This would be used to encourage buy in with the volunteers and a guide for questions they might have. The materials could be donated items from local garden, farm and grocery stores. Providing information and materials can empower new volunteers to become active in gardening, both within and outside of the UFC's gardens.

Such a kit could include:

- Welcome letter from Janette thanking the volunteer for their time and effort in the collective food mission to the community.
- Information sheet of do's and don't, contact numbers (emails) for garden managers and a few frequently asked questions.
- Small-donated trinkets such as gardening gloves, sunscreen, and bug spray placed in a reusable tote preferably with UFC logo.



Bilingual Information:

A part of the UFC's mission is to remain active in advocating food security. Spanish speakers may be some of the least food secure people. The words "diversity" and "community" came up often in the survey, indicating that the majority of the volunteers and white, English speakers. Making the UFC accessible to another subset of the community helps to fulfill both of these values. There are already Spanish speakers working in the UFC, and it would take little additional effort to make the UFC fully accessible to Spanish speakers. However, since garden managers and barter market volunteers cannot possibly predict the presence of monolingual Spanish speakers, if there are materials present in Spanish on site, then managers and volunteers must be able to adequately fulfill and respect the expectation that participants will be able to communicate with representatives of the UFC.



Proposed Restructure of Administration and Staff:

In general, survey results and personal interviews showed a need for more communication and connection between the garden managers, workers and the greater UFC community. Garden managers already committing time to their gardens may have found it difficult to feel connected to the greater UFC and then in turn, connect to other garden volunteers to the organization. With this in mind we have made recommendations to reallocation and restructuring of administration and the addition of a few positions like a garden manager liaison that could focus solely on connections within the UFC.

Survey results indicated that members would like to see the UFC act creatively “with little or no dependence on money,” and at the same time to expand into other neighborhoods “so more people will have access to space to garden and grow food.” However, as one survey respondent pointed out, “the model is great but, like in most spaces I have worked in Portland, the tension felt and the inconsistent communications are a little frustrating.” This is caused, no doubt, by the fact that everything is done solely on a volunteer basis. Another respondent, sharing similar sentiments, wrote, “I think if we were an organization that had some core and paid positions that were not as susceptible to turnover, things could actually run a bit more cleanly.”

There are a number of questions to be considered before a paid position is proposed. A paid position is not in line with the traditional structuring of the UFC. Young people, such as the ones in the capstone who wrote this document, are often eager to work for incentives other than money, such as high school or college credit, or the opportunity to build their resume with an internship that has a small stipend. The possibilities of tapping into the student population has potential to buffer difficulties noted in maintaining a workforce through the summer. Other ideas could include organizations like World Wide Opportunities on Organic Farms (WWOOF) to provide volunteers in the summer. These ideas would require the attention of someone to manage them see below Youth Garden Coordinator, Community Engagement Coordinator and Education Coordinator in future participant expectations. (Refer to Appendix C for a complete list of proposed staff roles.)



Signage and Other Media for Outreach:

The gardens must have fully visible signs that state the name of the garden and its connection to the UFC. Without the sign the UFC garden spaces appear as private property and they are not being advertised as an asset to the community. One survey respondent declared this by writing “I didn’t feel it benefited the community or neighbors around it as it was closed of in an individual’s backyard.” It is acceptable if the sign is just in English because it will just have basic information on it, perhaps just the garden name and UFC logo. However, below the sign there ought to be a large poster that will be in both English and Spanish.

The poster’s purpose is to advertise the function of the UFC garden as an asset for community members both to grow their own food and to build community. The poster should clearly state that community members and their families are welcome to come grow their food at the garden and it should have contact information for the garden manager and at least one other person to get in touch with.

Next to the poster there should be a stack of flyers which clearly spell out what the UFC garden offers, such as space and tools for growing food, and what is needed from participants, such as volunteer hours and perhaps seeds. The flyers should also explain the UFC as an asset to promote food security and healthy food. The flyer should explain both the economic assets of community based agriculture and the social ones, such as meeting your neighbors and teaching your kids about gardening and healthy food.

It is our understanding that the need of signage was addressed by last year's capstone group, however, following our analysis we feel this is still a strong need. There are UFC gardens that don't have signs and one's that give no indication of their purpose. We feel that a UFC garden will never reach it's full potential until its use is made clear to the untrained eye through the use of signage, an informational poster, and a flyer with more in depth information about what the UFC offers with contact information for garden managers or volunteers.

Putting up signs and posters and flyers will require investment but it will magnify the UFC's impact on the community. How many people would go eat at McDonald's if instead of having a bright red sign and giant golden arches it was just an unmarked building? Similarly, the UFC cannot expect to reach its intended audience without a large sign, an informational poster, and an even more informational flyer that can be taken home and shared with others. (refer to Appendix A for flyer concept art.)



Barter Market Expansion

Alongside the distribution of the UFC's produce, St. Andrew's and the UFC should also host a barter market, that is opened up to individual contribution and exchanges. While there is a desire by UFC members to operate as much as possible outside of the monetary system, SLUG's still have a variable economic value and only by working with the UFC can one 'mint' a SLUG. Many gardeners are more comfortable with working on their own individual gardens, many of whom may have excess of one particular food product or another. The UFC has room to experiment as it expands.



LEARNING FROM EXAMPLES

Success for any community focuses on the people that live and work within the community. The primary focus of any community must be the people and to include, beyond current stakeholders, to involved “hard to reach” groups such as children and the elderly.

Examples from other Successful Community Programs

- *Denver Urban Gardens (DUG)*

This program has been helping the Denver community for 25 years and assisted in the start of 100 gardens. The Delaney Community Garden is a 30-acre food garden that helps bring fresh produce to 500 families using CSA in cooperation with WIC program. They also use a barter system that pays 1 bag of produce for each hour worked.

- *Magic Bean Farm*

Located in West Seattle Magic Bean is a hand managed, better than organic farm that primarily focuses on soil composition. In addition to a successful CSA Magic Bean Farm covers every inch of soil with living plants enriching the vitality of the soil for successful fruit and vegetable production.

- *Growing Power*

Taking the Midwest by storm Growing Power is a 100%

sustainable farm located in Milwaukee Wisconsin. By engaging youth to work in greenhouses Growing Power has expanded to a project with national recognition. From education to training this organization is leading the country with innovative ideas and success stories.

In addition to local community farm programs many are coming to the realization that the food problem is even bigger than imagined. Many are seeking different ways to grow, produce and put dinner on the table.

- *Alt-Market.Com*

This is an online resource constructed by Brandon Smith serving the globe by providing resources to facilitate networking and encourage local community action by the exchange of ideas and possible solutions. Smith encourages alternative forms of exchange such as barter systems and increasing local farmer co-ops. He believes that by supporting local economies mass centralization will be decreased.

- *Time banks and community exchanges*

Pioneered by Edgar Cahn in 1980 as “service credit banks,” time banks are intended to reduce community partners’ dependence on the monetary system. Traditional social services are re-configured by creating a social network in which members can exchange services directly. While time banks are characterized by service-for-service ‘hour’ exchanges, the UFC can be understood as a service-for-product time bank.

Strategies to build community participation:

- The Groundwork USA Network- a national urban greening organization network.

This report lays a framework for overcoming barriers within neighborhoods in need.

Their work ranges from land reclamation projects to facilitating urban food security programs. The approach involves combining economic development with environmental sustainability strategies within a holistic methodology. This manuscript also includes numerous case studies of organizations improving ways for land development and for residents to be included in the decision making process.

- The work of Marshall Ganz focuses on building strategic capacity by interaction of four specific factors; organization, leadership, network, and cultural factors. Through these, an organization can be financially accountable, have a mix of outside and inside leadership, multiple diverse ties to institutions and promote unity among different cultures.

- The Dudley Street Initiative took place in Boston during the mid 1980's. This story is especially important because it shows what happens when outsiders think they know what is best for a community. These outside views are vastly different from what the community themselves think is important for success. By including community members in processes before

change will ensure the continuation of the project, in addition to increased investment by the community members themselves.

- Capacity- Focused Alternative is a development of policies and activities based on capacity. This is vital to community development because local people are committed to investing themselves and resources in the effort. In addition it can prove futile to wait for outside help. Community development must start from within. An important piece to this strategy is to identify capacities and assets from both local individuals and organizations. From here new combinations, structures and sources of income can begin to shape the community.

- The Role of Organizing- First must establish potential stakeholders. Organizing plays vital role of creating leadership, developing knowledge and confidence to act. These skills help target resources needed for tangible action to take place.

Table of Community Partners in Northeast Portland
(refer to appendix B for a map of potential community partners.)

Node	Organization	Asset	Contact	Notes
Peninsula	Sitton Elementry	Garden in courtyard which grows for cafeteria and families in need	Every 3rd Wednesday of the month: Parent-Teacher Association meets in the staff lounge at 6-7pm	
Peninsula	St. John's Neighborhood Association	Potential community bridging	2nd Monday of each month: 7pm at 8427 N. Central Ave	
Peninsula	James John Elementary	Part of the Edible Schoolyard Project	7439 N Charleston Ave	
Peninsula	Sitton Elementry	Part of the Edible Schoolyard Project	9930 N Smith St	http://www.pps.k12.or.us/schools/sitton/408.htm
Peninsula	St. Johns Community Center	Potential market garden space available for use	8427 N. Central Ave.97203, 503-823-3192	easy access by 3 bus lines
SE	SE Uplift Neighborhood Coalition	Small grants up to \$4,000	Telephone: 503.823.3192	
SE	Creston-Kenilworth Neighborhood Association	possible networking/ partnerships	4th Monday from 7-9pm at Community Music Center: 3350 SE Francis St. Phone: 971-266-1516	
SE	Y Arts Center	Possible sites or host for a market	6036 SE Foster Road, Portland, OR 97206; Phone: 503-771-0261	yartscenter@ymca cw.org
SE	St Antonio's Coptic Church	Possible partnership	4422 SE 65th Ave, Portland, OR 97206; Phone: 503-775-1678	st-antionious.org
SE	Kern Park Christian Church	possible host of market garden?	6828 SE Holgate Blvd., Portland, OR 97206	church is located across from large vacant land http://www.kernpark.com/
SE	Mt Scott Learning Center/High School	Possible partnership with Service Learning Program	6148 SE Holgate, Portland, OR 97206; Phone: 503-771-8880	http://www.mtscottlearningcenters.org/service_learning2.htm
SE	Woodstock School-Mandarin Immersion School	Possible Partnership	5601 SE 50th Ave, Portland, OR 97206; Phone: 503-916-6380	
SE	Creston Elementary School	Part of the Edible Schoolyard Project	2nd Wednesday of the month: Parent-Teacher Association meets 6:00-7:00 pm in the Creston Library	http://www.crestonschoolpta.org/Home_Page.html

Conclusion:

The UFC's mission statement, "to bring neighbors together to transform vacant lots into neighborhood food gardens for the purposes of education, research, community building and improving food security," has been considerably successful since the organization's implementation. By utilizing this toolkit the organization has the opportunity to further understand its existing impacts, address its barriers and consider solutions that have the potential to expand their mission. We hope that by composing this comprehensive assessment of the UFC's current state, the organization can become familiarized with the pragmatic necessity of reworking their mission statement, as well as adopting fresh implements that would aid in the mutual benefit of all participants.

Appendices

Appendix A

Concept flyer for signage barrier:

GROW FOOD, EAT FOOD!

CULTIVA TU COMIDA



The Urban Farm Collective is transforming vacant land to build community, educate and improve food security in Portland

La Urban Farm Collective está transformando tierra vacante para cultivar comunidad, educar, y mejorar a la seguridad alimentaria en Portland.

URBANFARMCOLLECTIVE.COM

FIND A GARDEN AND WORK PARTY NEAR YOU!
14 GARDENS AND GROWING IN PORTLAND

¡Busca a un jardín y un día de trabajo en su barrio!
14 Jardines hasta ahora en Portland

Appendix B:

Potential Community Partners:

This link will provide you with a mapped view of community partners listed in the table above, in the 'Strategies to Build Community Participation' section.

Google Map:

<https://mapsengine.google.com/map/edit?mid=zMTbFv0BEQdE.kXMIDPMTKyYs>

Appendix C

Proposed Administrative Structure:

Director

This position is responsible for ensuring that all members; administrators, land sharers and working members have what they need to succeed and are held accountable for their commitments. Also fields and responds to all UFC inquiries. The director is also responsible for a quarterly e-newsletter. The director is the spokesperson for the UFC at various community and government meetings and is in regular communication with managers to assess and address any issues that may arise within the collective.

Regional Garden Manager

Through site visits and communication with below managers, the regional garden manager ensures that the garden managers have what they need to succeed and that all gardens meet UFC standards of sustainability, productivity and livability.

Manager Liaison

This position has been requested by many UFC managers and volunteers. Responsibilities focus on communicating and engaging garden managers, eliciting needs and assisting in finding support as a resource. Updating managers on UFC news, and resources. Working relationship with Produce Exchange Coordinator, Greenhouse Manager, Compost Guru, Runner and Builder and all other Managers would be highly desirable.

Land Acquisition Manager

Responsible for soliciting landowners and conducting initial site analysis to determine if the land meets UFC standards, including lead testing. Ensures that all appropriate paperwork is completed before garden design process begins; land share agreement and tax exemption forms. Maintains land use contracts and communication with existing land owner/donors.

Lot Transformation Manager

Responsible for working with garden managers on the initial garden design of all new land donations; considers ease of irrigation, productivity and livability. Lays out the initial garden design including path materials and sheet mulching the veggie beds.

Produce Exchange Coordinator

This position is responsible for conceptualizing, communicating, organizing/coordinating and implementing our weekly produce exchange, including the determination of barter exchange prices. Recording weekly yields (pound) reports to marketing manager. Facilitating best practices toward food security access goals.

Garden Managers

Responsible for scheduling, announcing, leading and reporting volunteer hours for weekly educational work parties in accordance with UFC best practices. Submits an annual plan and reports to regional garden manager.

Greenhouse Manager

Responsible for ensuring that garden managers have veggie starts in the variety and quantity set forth in their annual plans. Manages Greenhouse through scheduling, announcing, leading and reporting volunteer hours for weekly educational work parties in accordance with UFC best practices.

Compost Guru

Responsible for ensuring that the UFC generates enough compost and compost tea to amend all gardens in the collective. Maintains compost pile throughout the year and delivers compost to all UFC gardens twice per year. (Mentors/educates regional compost managers/garden managers on composting best practices and production for all gardens)

Runner

Responsible for fielding requests for inputs and supplies from garden managers and then procuring and delivering supplies to the gardens before the next scheduled work party.

Builder

This position is responsible for assisting garden managers with fencing, trellising, benches, landscaping, irrigation or any other construction oriented garden need.

Marketing Manager

This position is responsible for promoting the UFC and improving the collectives name recognition and visibility in the community. Writes and sends press releases, maintains UFC web and social networking sites, blogs regularly throughout the season.

Community Engagement Manager

Coordinates with marketing manager and outreach coordinator in utilizing student worker/ interns in utilizing/reviewing and facilitating best practices (see tool kit references) in community engagement toward UFC mission goals of community building, food security and education.

Outreach Coordinator

In Conjunction with Community Engagement Manager, this position is responsible for reaching out to and developing programs/systems for those in the community that would most benefit from the project...poor, food insecure, children, elderly, immigrants. This new position would be responsible spending time engaging associated organizations to help UFC reach goals of addressing food justice while engaging as much diversity as possible. This position should be for a person not already committed as a garden manager. Reaching out to St. Andrews and other existing community relationships as well as building relationships with groups in the Portland area that effectively utilize best practices in addressing social justice, gentrification and food security in Portland. (See listing of Possible Community Partners below)

Education Coordinator

Designs and manages the educational arm of the collective by conceptualizing, organizing and implementing regular UFC sponsored workshops. Also consults with garden managers and youth garden coordinator to provide support for the educational components of the garden apprenticeship and youth programs. Reports to outreach coordinator.

Youth Garden Coordinator

Conceptualizes, organizes and implements the Youth Garden. Reports to outreach coordinator.

Apprenticeship Program Director

Workshop Coordinator

Developer

The developer is responsible for ensuring that the UFC raises enough money to meet the financial obligations of the collective in accordance with the annual budget. Sends thank you letters to donors. Meets with development sub-committee monthly and the planning committee quarterly.

- Give!Guide

 - Manages WW GiveGuide promotions.

- Sponsor a Garden

 - Manages the Sponsor a garden program; solicits sponsorships from local businesses and ensures that their names and logos are featured at one garden, the web site and promotional materials.

Grant Writer

Seeks out and writes grants on UFC behalf. All grants must be approved by OSALT.

Event Coordinator

This position requires conceptualizing, organizing, marketing and executing one UFC fund raisers per year; the annual Harvest Hoe Down toward the end of the season. Reports to developer.

Treasurer

This position is in charge of the collective's accounting and reports necessary financial information to OSALT. Reports to the planning committee at quarterly meetings.

UFC Planning Committee 2012

Director- Janette

Write quarterly UFC newsletter

Field and dispense all email inquiries

Project over-sight

Public Relations

Communications manager- Stephen

Maintain web map

Maintain slugs earned reporting

Coordinate tech/info systems sub-committee...develop website

Marketing manager- Carissa

Maintain facebook page

Blog on website

Update brochure

Table at community events

Provide promotional support to garden managers

Community engagement manager- Barrett

Coordinate community engagement sub-committee

Write and submit press releases

Present at neighborhood forums

Table at community events

Land acquisition management- Corrina

Solicit land donations

Do site analysis and lead testing

Education coordinator- Ari
Develop and promote workshops
Apprenticeship program oversight
Youth garden program oversight

Produce Exchange Manager- Holli
Coordinate set-up and breakdown of weekly produce exchange.
Report slugs redeemed
Report harvest figures

Youth Garden Coordinator- Galadriel
Coordinate the UFC youth garden planning sessions with community partners
Develop youth program now-June
Coordinate the implementation of the program-June-October
Fulfill grant requirements and reports

Sustainable Building Manager- Scott
Develop and implement garden infrastructure improvements
Provide construction support to garden managers
Source materials from Urban Waste Stream

Fund Raising- Lots of people- Informed by funding strategy conversation.
Sponsor a garden-
Send thank you letters to donors-
Coordinate special events / fund raisers- Barrett
Apply for grants- Katy Kanfer, Angela Goldsmith, Corrina, Craig Moore, Nick Xavier

Regional Garden Manager-
Oversight and support for UFC gardens

Appendix D

Interview Results:

This section outlines the key questions asked in the survey, as well as the most common responses

- How long have you been active in the Urban Farm Collective?
 - The majority of the participants engaging at UFC sites have participated for less than 1 year (38%)
 - The long term commitment of participants is low (12%), possibly accounting for a majority of the garden managers (14% of respondents)
 - The level of participation might suggest a degree of curiosity and since attrition data isn't on hand I could not speculate to the retention rate

- How did you hear about the UFC? Please select all that apply
 - A vast majority of the connections made within the community have been through word of mouth (48%), while the website (17%) and Garden signs (17%) have accounted for the rest
 - Essentially the people participating have a high likelihood of being associated with each other prior to garden participation suggesting that social networking might be a good avenue to pursue
- How do you participate in the UFC? Please select all that apply
 - About one third (34%) of the participants are volunteers while a majority (46%) either; manage, reside on committees or apprentice leaving (10%) as facilitators of daily needs for the UFC
 - While management is necessary to structured operations, a sustainable volunteer base would greatly benefit the UFC due to the fact that a community sustained effort will be a lasting one
- What are the core reasons for your participation with the UFC? Select all that apply
 - The main core reasons people participate in the UFC fall into 4 categories
 - To increase access to fresh food in the community
 - However the “community” near the UFC sites seems to be disengaged
 - Community building
 - As stated before, the community seems to be one supported by word of mouth friendships and or relatives, so it may be a little exclusive for local access
 - Food justice
 - USDA economic research map link with interactive food access atlas with a wealth of information <http://www.ers.usda.gov/data-products/food-access-research-atlas/go-to-the-atlas.aspx#.Ua1uLkA3uaU>
 - Food justice and food security seem to have been intersected and the Portland areas where the core gardens reside exist in a pocket said to have no food access issues. The Whiskerton and other NE gardens do appear to be in an area of difficult access.
 - Perhaps a startup garden on or near a major route to a major market like Winco or plaid pantry would be a great visibility boost
 - To learn more about gardening
 - Seeing as how apprentices (22%) and volunteers (34%) account for a large majority it is intriguing that (68.3%) so many are there to learn more about gardening
 - What is your level of gardening experience?
 - To no surprise most (68%) indeed reported they know something about gardening but had room to expand their knowledge
 - Only a small portion (12%) claimed to have vast knowledge of gardening

- How many hours in total do you spend at a UFC garden each week?
 - In an average week around (39%) spend less than an hour at the gardens
 - (21%) however spend 5 or more hours at the garden which could account for the management of the gardens
- What is your age?
 - 57% of the participants are 25 – 34 years of age and a steep slope exists on either side of that age range indicating a relatively younger group of participants
- Please specify your race/ethnicity
 - Astoundingly in a city that's (76%) white(2010 census) the UFC is composed of (90%) white participants
 - Perhaps working with a stronger ethnic demographically rich population hub such as peninsula park community center or an East or SE Portland location where Asian and Hispanic percentages is greater
- What is your state or country of origin?
 - Only (6%) of the participants were from Oregon meaning that the gardens have a strong out-of-state presence
- What is the highest degree or level of school you have completed? If currently enrolled, highest degree received
 - Bachelor degrees accounted for a huge (58%) of the participant base and a total of (88%) had Bachelors or higher
 - There is an abundance of educated participants and next to no youth participation and in a city like Portland there should be some youth to be present
- Are you currently employed?
 - (66.6%) of the participants are employed for wages or salary meaning a large portion have regular jobs
 - (25%) are self-employed
 - Few are students (13.3%) meaning those without higher education that are enrolled (8%) will soon be increasing the Bachelor or better pool
 - Unemployed (12.68% OR 2010), homemaker (undetermined), retired (19.4%) and disabled (14.3%) account for only (15%) of the group makeup
- How many hours per week do you work for wages/salary?
 - Most (35%) work 40+ hours a week, a large chunk work between 20 to 39 hours a week (38%) and surprisingly (13%) do not work for wages or salary
- Are you on any form of government assistance?
 - (75%) receive no government assistance and only (7%) did
 - How do we determine the nutritional need of the demographic
 - Portland Oregon has about 248,000 households and 593,820 people

- TANF deployment covers 8,850 families (3.8%), 116,300 (19.6%) on OHP in district 2
 - Able bodied people without a kid on SNAP 39,488 (6.6%) district 2
 - Disabled adults on SNAP 6,116 (1%)
- What is your household income?
 - The bulk (30%) earn \$12,000 to \$25,000 per year
 - Equal groups are making under \$12,000 (18%) and over \$65,000 (18%)
 - A median group is making 36 to 45 thousand a year (12%)
 - Since the meaning of dependents on income reports varies, a clear understanding of how many of these fall below the federal poverty line for a single individual, if any
 - Clearly though, 50 participants (83%) had no dependents and (18%) were making less than 12 thousand dollars leaving a potentially minority of the group require participation in the UFC to supplement nutrition
- What percentage of your income goes to food?
 - A majority (43%) said only (10 – 20%) of their income goes toward food
 - A worrisome (23%) said it consumed (20 – 40%) of their income
 - Worst of all (7%) said they spent over (40%) of their income on food
 - (27%) however said they spend less than (10%)
- Do you rent or own your home?
 - Most rent (56%)
 - (42%) own their home
 - Presumably (2%) are lodging at another capacity
- What is the closest street intersection to where you live? (eg, NE 8th Ave and NE Ainsworth)
 - A map of the intersection location was made and shows the concentration to begin at Common Bond and spiral outward within 6 miles of any UFC garden on average
- What garden(s) do you typically volunteer at? Please select all that apply.
 - The most popular garden was Grand Dekum (17%) and then Turner and Whiskerton tied at (12%)
- What is the most frequent method of travel used to get your most frequented UFC garden?
 - By far biking (56%) was the most popular method of travel
 - Driving accounted for (28%)
 - Walking was at (11%) which would be a indicator of immediate vicinity
 - Bussing at (6%)
- How far do you typically have to travel to your grocery store or supermarket?
 - Most travel less than 1 mile to get to a UFC garden (46%)
 - Even though they travel less than a mile on average most prefer to bike
 - (41%) travel between 1 to 2 miles

- Do you eat more fresh produce because of your involvement with the UFC than you otherwise would?
 - (40%) eat more fresh produce because of involvement
 - (36%) said no
- How frequently do you attend the UFC Farmer's Market?
 - Most (42%) have not attended a market
 - (31%) claimed 6 or more times
- During the barter market season, what percentages of your fresh vegetables are provided through UFC?
 - (42%) have not had the opportunity
 - (4%) rely (100%) on the UFC market
 - (14%) rely (75%) on the UFC Market
 - Of the people how have utilized it (25%) rely less than (5%) on UFC markets
- I feel the amount of food I get for my participation is worthwhile.
 - (57%) agree that their participation is worthwhile
- The barter market system is easy to understand.
 - Most (56%) feel the barter system is well understood
- I feel empowered to better my community, the environment, and myself through my involvement with the UFC.
 - (62%) strongly agree
- The UFC provides a place for me to voice my concerns and a community of people to help come up with solutions.
 - (71%) agree
- The UFC has increased my access to fresh food.
 - (43%) strongly agree, (30%) agree but (26%) don't agree
- Individual's vision for the UFC:
 - Most people express similar concerns about radically changing the food landscape and providing access to schools, poor neighborhoods and developing food security systems.
 - A desire for expansion is expressed, as well as a desire to expand the community.
 - Lastly, there was an expressed desire for a decentralization of the barter market
- Participant's definition of food security
 - The same theme of an abundance of nutritional, safe and local food is a recurring theme with hints at stockpiling and minimal distance
 - A few would like deregulation of current food networks through grassroots movements and local provider expansion
- Listed are common suggestions or criticisms toward the UFC or UFC policies
 - The lack of local community involvement-
 - Timing of the barter market presented scheduling barriers

- Food to slug ratio is not rewarding enough
- In order to cut back on waste, quick to spoil foods need to be claimed or donated faster
- Inconsistent or poor communication in UFC coordination
- Slow check outs at barter market, perhaps grouping similar items for weighing
- Better connectivity from managers to volunteers