

Just Roots Annual Report: 2019



2019 marks an important growth year for Just Roots. Over the last decade Just Roots has come to recognize where our strengths lie, what our niche is, and to better understand the needs of our community, to design and redesign programming to meet constituent identified needs, to steward our land, build soil health, expand production, diversify offerings, welcome more volunteers and evaluate and celebrate success while learning from failures. We have worked to open our Community Farm, welcoming farm, business and organizational partners to share in our resources for the betterment of our whole community. Together with our health, housing and farm partners we are working to build health, decrease food insecurity and invite everyone to participate in the local food economy. **Farm to Everyone's Table.** With our largest farm crew to date and expansion of partnerships and engagement in coalitions and task forces, Just Roots is working locally and on a state-wide basis to improve food access and build sustainable systems for local agriculture. In 2019, we welcomed solar to help power our farm, we shored up our barn with new footings, we started making our own on-farm compost, we expanded to year round CSAs, we published findings from our scientific research study in two leading peer reviewed research journals, proving the power the subsidized CSA model has on health, food security and local economies. We extended our lease with the city to 30 years, digging deep into these roots we call home in Greenfield. In 2019 Just Roots impacted 225 households through our CSA farm share program, reaching 100+ low income households and expanded the CSA to a year round food access program; we provided 67 garden plots in our Community Garden for individuals and organizations to grow food, flowers and medicine; we held 11 community Feasts; we welcomed 400+ volunteers to the farm giving over 1700 volunteer hours, and provided 5,000+ lbs. of produce donations to our food donation partner sites.

In 2019 and beyond, Just Roots works to address the immediate need of food security while staying laser focused on the slower systems change that is necessary to create true food justice and sustainable farm systems for everyone. Just Roots participated in two county wide coalitions, one food council, one regional hunger coalition and two statewide Food Is Medicine task forces. We shared about our work and impact at the state's food policy council and at seven conferences/organizational meetings and we hosted a MA legislative tour at the farm. Just Roots remains committed to systems change and sharing our model to advance food security and sustainable food systems in our region. **We are a small farm based, food justice organization with a goal to change the food system.** This annual report will share some of the ways we do this important work. Enjoy.

Contents

Honoring our Founding Director, a letter from the Executive Director

Program Reports:

- **CSA**
- **Feastivals**
- **Food is Medicine**

Development Highlights

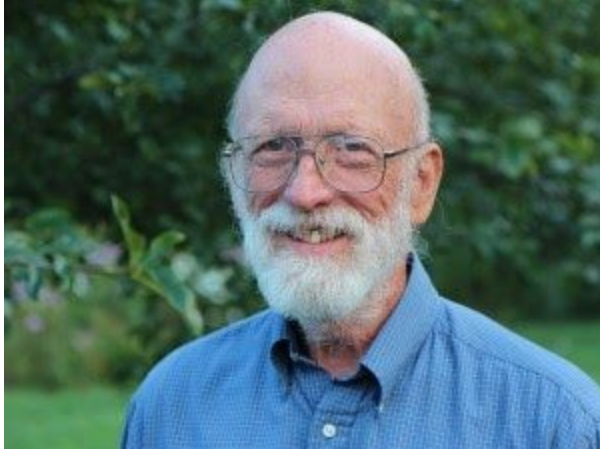
Financial Reports

Board Report

Final Remarks

Appendix

The Founding Director of Just Roots Retires



It has been one of my greatest honors and life pleasures to spend nearly a decade alongside Jay Lord, the Founding Director of Just Roots. Jay made the decision to formally retire this year and did so in the fall. Working with Jay to build Just Roots into the organization it has become today has been without question, the greatest accomplishment of my life.

Some may know the story about Jay searching for land upon which to farm back in 2010. In true Jay fashion, he approached the Mayor, Bill Martin, to see what he could find out about available land to farm. It was during his meeting with the Mayor that he learned about this citizen's group named Just Roots. Jay

attended a meeting and was met with a group of engaged and caring citizens that had a goal of finding municipal land to grow food on. While passionate, it was clear to Jay that this group needed leadership. So he volunteered to help guide the group for six months. 10 years later he had helped build the Just Roots we know today: founder of the Greenfield Community Farm and home of the largest SNAP enrolled CSA farm share program in the Commonwealth.

Jay is a visionary. There isn't enough space in this report to state all of the ways Jay has left his mark on the Just Roots, on Greenfield, indeed on the world, but it goes without saying that without Jay's driven dedication to the mission of Just Roots; to his belief that all people have a right to local, healthy food; that stewarding land and caring for the environment is a must-do, and that when we dig deeply, when we look up and when we welcome everyone in, that we can do great things -- and that we should.

Jay is a leader through and through. He is humble as the day is long and he has taught me some of the greatest of life's lessons. One lesson being that if you put one foot in front of the other, that you can go anywhere. While this is a basic truth which Jay proved by walking across England with his wife, Ruth, and walking from Greenfield to Canada with his daughters Hannah and Apple, this is also a great metaphor for life. We can do anything when we put our mind to it and Jay has proven that again and again through his life.

Jay is honest and decent and loyal and loving. He has become a dear friend and while I miss his shuffle along the office hallway and the "choo choo" noise he would make when he was on a mission, or the way he would speak softly aloud, the words he was typing in an email, or the way his eyes would twinkle when an idea of his had finally gelled, I also love the idea that he has more time with Ruth and his family to spend as he wishes. And the ground truth is there really would not be and still is not a Just Roots without Jay. His vision and leadership are woven through this farm and through the mission of Just Roots, past, present and future. It is an honor to have worked with such an incredible human and I feel quite lucky to call him friend. **Thank you Jay for helping to bring your magic to Just Roots. We wouldn't be here without you.**

Jessica O'Neill

2019 CSA Report

Contents

- I. Overview
- II. Farm Season Share
- III. Pick Your Own
- IV. Winter Box Share
- V. CSA Impact

Overview



Just Roots produce is grown in accordance with most organic standards and growing practices and our prices are set based in comparison to both organic and non-organic prices at nearby supermarkets, farmer's market prices, and neighboring CSA prices, also taking into consideration the cost of running our farm. Each season, we strive to provide a well-rounded bounty each week that is plentiful without being overwhelming.

Committed to access, Just Roots CSA, recognized as the leading SNAP enrolled CSA program in the Commonwealth of Massachusetts, had its 7th CSA season and welcomed 225 members as participants, impacting an estimated 563 Individuals. Of the 225 members, 100 households were low-income families/individuals who live at 130% or below the federal poverty line and receive a reduced price share that is subsidized by Just Roots (made possible by our local and regional sponsors). In 2019, the summer CSA lasted 20 weeks, featuring weekly distributions at 5 locations in Greenfield. Just Roots implements the "choice" model at the farm; meaning that out of an average of 14 options per week, participants could choose which items they wanted. Occasionally bonus items were able to be offered in addition to allotted "items."

The value of the shares distributed, not including the "bonus" value or the pick-your-own crops were:

Share Size	'Actual' Value:	Amount Member Paid	Average value per week:
Total Value FULL share:	\$731.71	\$660-\$800	\$36.59
Total Value SMALL share:	\$505.56	\$450-\$600	\$25.28
Total Value "bonus" items	\$21.75		
Total Value Pick-Your-own (what was offered)	\$202.00		\$10
Total value range of shares including bonus + PYO:	FULL: \$731.71-\$955.46		

	SMALL: \$505.56-\$729.31		
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This data is compiled by tracking the amount of each crop we offered each week, multiplied by the price of each unit of vegetable. We then find an average price per item for the week and divide that by the number of items that we had available each week to find an average share value. Due to the structure of our CSA—the “choice” style – it is difficult to find the exact value of the shares, because each member puts together their own share each week, based on what we have available. By finding an average of what was offered, we believe that most members’ shares will fall somewhere near our “actual value” column above.

Highlights:

- A beautiful pick-your-own field, in which we offered twelve weeks of make-your-own bouquets, twelve weeks of herbs and so many delicious cherry tomatoes!
- We grew our own sweet corn as a trial run this season and were able to offer our own corn to our members for two weeks! It was delicious and we are committing to growing more next season!
- We offered consistent greens; a choice of kale, chard, spinach, bok choy, collards and/or specialty greens made it to the distribution tables every week!
- Consistent and tasty potatoes (20 pounds distributed), cucumbers (22 pounds), so many peppers (bell, sweet and hot), and even twelve pounds of broccoli over the course of the season.
- Participants reported experimenting more with the variety of fresh herbs offered.

Please refer to Just Roots Crops Report in the Appendix for greater detail.

Pick-Your-Own

We offered pick-your-own (PYO) crops starting the first week of July and ending in mid-October. The PYO was open 7am-7pm Tuesday-Saturday and most days of the season there was at least one member out picking every day that we were open! The total value of PYO crops offered to our shareholders (both small & full sizes are offered the same amount of PYO) was \$202.00. That is an average of \$10.00 per week over our twenty-week season. We know that not everyone participated in the pick-your-own part of our share, but if you visited the fields for even one week, then your CSA value increased by \$10! Our farm was filled this season with all the great energy, laughter and hard work of each one of you who visited the Pick-Your-Own fields.

Winter Box Share

The Just Roots Winter share ran for three pick-ups: November 9th, November 23rd, and December 7th. The winter share is a bulk share mostly made up of storage crops for medium to long-term winter storage. There are also greens and shorter-term storage crops as well. We provide recipe and storage support to our members by way of a compact ‘zine, designed and created by our food access team. Our winter shares are abundant, festive and are designed to send people into the winter stocked up on Just Roots’ vegetables. All pick-ups took place in our greenhouse and were staffed by two or three farmers and one member from the Food Access team.

The total value of the winter share was: \$297.50. We charged \$150 for our shares and well exceeded that value with what we distributed. We hoped to sell 150 shares and ended up closer to 75/80. Winter share items included: arugula, beets, broccoli, brussels sprouts, cabbage, carrots, cauliflower,

celeriac, celery, garlic, herbs, kale, kohlrabi, leeks, lettuce, onions, parsnips, hot peppers, potato, sweet potato, radicchio, radishes, shallots, turnips, winter squash. Total Value per share: Share 1: \$115.25; Share 2: \$100.25; Share 3: \$82.00

CSA Impact:

The Just Roots CSA Farm Share program has been proven to improve health, decrease food insecurity and save society dollars. Here are some highlights from the CSA surveys that went out to members relating to the impact of the program:



89% of members eat more vegetables

48% of members reduced consumption of fast or processed foods



33% of members report increased energy levels

27% of members report improvements in weight, blood pressure or glucose levels

60% of members report improvement in general well-being

41% of members report improvement in mental well-being



29% of members cook with family or friends more often than before

56% of members feel a real connection to at least one new person



79% of members tried a new recipe or prepared a vegetable in a new way

51% of members feel more confident cooking vegetables



42% of members reported improved attitude toward vegetables

56% of members improved willingness to try new dishes

70% of members learned about a new vegetable

Customer Satisfaction

The results of the CSA surveys show that those participating in the Just Roots CSA share are satisfied and benefiting from their CSA shares. 66% of respondents rated the Just Roots experience a 10/10. Concurrently, 85% said that the amount provided in their shares was “just right”, and 88% said that the sign up process was straightforward. 99% said that they got either as much or more than they expected and that it was worth the cost. For Thursday Mobile market participants, recipes, text message reminders and flexible pick up times and locations were the most helpful features of the CSA. Wednesday and Saturday CSA participants found that staff support at pickups, flexible pick up times and locations, and pick your own garden were helpful features of the CSA. This data, along with positive feedback such as “It’s great meeting new people each week when I pick up the share. I love the community Just Roots brings together! Plus the veggies are OUT OF THIS WORLD.” and “Thank you all for your hard work, welcoming spirit and all-around amazingness”, show that participants of the Just Roots CSA share are getting an overall positive experience. What can be gathered from this information is that participants are likely to return due to this experience. In the end of season survey, 86% of respondents said that they plan on signing up for the CSA again next year.

Food Access

In parsing the data between price of shares and pick-up day, Just Roots is able to better understand the impact the CSA is having on individual groups of participants. One key takeaway is that the CSA is

providing food to those who otherwise struggle to get food on their plates. In the data on participants receiving reduced price shares, **54% reported struggling to have enough food each month prior to the CSA share, yet during the CSA share that number reduced to 17%**. Similarly, the mobile market participants or those who go to the Thursday pick-up day also saw **a huge reduction in food insecurity as a result of having access to a CSA share, going from 67% to 11%**. All participants in the mobile market received reduced price shares. Thus the data shows that by providing reduced price shares for a CSA, Just Roots is able to provide food to participants who were struggling to have enough food each month.

Behavior Change

In the context of behavior, attitude and change in wellbeing, 89% of mobile market participants eat more vegetables, and 56% see an improvement in their household's wellbeing. Of the regular market participants who pick up on Wednesday or Saturday, 89% also reported eating more vegetables, 62% reported an improvement in general wellbeing and 59% reported a willingness to try new things. Of the full price CSA customers, 80% reported trying a new recipe or method for preparing vegetables, and 53% reported improvement in general wellbeing and willingness to try new things. The reduced price customers showed similar results. 83% tried a new vegetable and 75% had an improvement in general wellbeing. This data shows that across the board, all CSA participants saw a change in their attitudes and behaviors toward healthy food as well as an outcome in health and wellbeing. Overall, the most consistent behavior change was in eating more vegetables. At the end of the season, the group that had the highest rates of behavior change were the Thursday market participants. They were more likely to make recipes at home and took home vegetables that they might not otherwise after tasting food samples at CSA pickup.

Customer Feedback

Feedback for improving the CSA were to offer fruit, to offer half shares. There were many suggestions for vegetables people wanted to see more of such as green beans, cucumbers, collards, romaine lettuce, ginger, eggplant, broccoli, berries, fruit and more. The top rated ideas for events participants would like to have on the farm or in their community were preserving workshops, herbalism, plant identification, and mushroom growing.

Testimonials

Below is a sample of the positive feedback Just Roots received for our CSA model:

"This makes our family incredibly happy!"

"I'm experiencing a difficult mental/emotional issue right now. Farmshare pickup is my main socialization for the week. It has been great to see familiar faces each week. Your small conversations are making a big difference for some people. Thank you."

"I tried a number of new vegetables as a result of this CSA, including a new found favorite squash. I love that I get to choose what I want from a variety of options."

"I learn to cook vegetables that otherwise I wouldn't cause I did not know how to cook it."

CSA Sponsors

The following foundations and local businesses were CSA sponsors in 2019, providing the necessary funding to supply the subsidy pool for our accessible CSA program. Many of the sponsors on this list have been supporting the CSA for years and Just Roots is incredibly grateful for their helping make this program possible! In addition to those listed below, The Food Justice Bike Ride contributed significantly to the CSA program - see a report on the ride under the development section of this annual report.

Harvest (\$5000+): Project Bread, Whole Foods, **Cultivate** (\$2500+): Franklin County 5K, Wormtown Trading Company, **Germinate** (\$1000+): Big Y, Eversource, UNFI, **Seed** (\$250+): Freedom Credit Union, Greenfield Cooperative Bank, Snow & Sons, **CSA Bag Sponsor**: Greenfield Savings Bank

2019 FEASTIVAL Program Report

Contents

- VI. Overview
 - VII. Attendance
 - VIII. Resident Engagement
 - IX. Agencies
 - X. Festival Outcomes
 - XI. Lessons Learned
-

Overview

In 2019, Just Roots hosted 11 Festivals -- one per month, except in June. Throughout the year, our monthly Festivals offered skill- and relationship-building around a healthy, culturally-appropriate, resident-led meal, as well as connection between health and food. Attendance fluctuated, staff turned over, resident involvement shifted, but we delivered a consistent, celebratory, and dynamic monthly meal. Festivals continue to be a key strategy for raising awareness of the availability of Just Roots programs and related health services, and for continued and deepening connection between good, nutritious food and wellness.



A collaboration of community organizations, health care providers and food access organizations provided an environment where participants had access to resources, education and social connection. Festival served as an opportunity for deepening bonds between community members, health care providers and community organizations. This program was funded in 2019 through the support of Health New England, Mass Medical Association Charitable Foundation and USDA.

Attendance

- Over the course of the season, Festival attendance fluctuated from 40 participants in March, to 60 participants in August, to 185 people on a single September evening -- making Just Roots a household name in the Leyden Woods housing development. Attendance leveled back out as we entered the colder winter months with 30 attendees in December. The Festivals with fewer attendees allowed space to deepen connections with the participants.

Resident Engagement

- Menus for Festivals were increasingly developed and executed by residents themselves -- celebrating different food cultures, and doing so in ways that featured local, nutritious adaptations. Just Roots deepened relationships with specific residents who expressed interest in our programming, and we all learned cross-cultural family recipes and did a lot of laughing in the kitchen together. Puerto Rican and Maldovan foods from residents with those backgrounds, as well as household dishes and dishes of interest from other residents, were featured at Festivals.

- We made space for families of all kinds to show up together in the kitchen: parents, toddlers, grandparents, grandchildren, and teenagers alike all joined us in preparing meals.
- We launched a texting service (SimpleTexting) that allowed Just Roots new ways to engage folks in meal planning. We sent out polls to get input about meal ideas and reminders about upcoming feasts.
- Just Roots increased door-knocking and flyers efforts, not only to promote the meal, but also to receive input about the potential meal options. We also made sure to bring flowers, carrots, or sweet peppers with us when door knocking which proved to be a great way to connect with people!
- We connected to residents across language barriers, creating flyers in Spanish, Russian, and Romanian.
- We offered a space for kids to create food or art together at every meal.

Agencies

Just Roots played a central role in providing engagement around food, knowledge acquisition around healthy food access, and overall community building.

- 121 residents were engaged in discussions around healthy local food and how to access it across the season.
- At the first Feastival, less than half in attendance used Just Roots as a resource, but, by September, all residents attending the Feastival engaged with a Just Roots staff member.
- Just Roots talked to over 45 residents about their CSA program and markets, with 2 people being interested in taking on a leadership role for the CSA.
- Over the course of the season, the number of participants who helped prepare the Feastival meals doubled, with many returning to help prepare multiple meals.
- 98% of respondents across the season, enjoyed talking to someone new by attending the Feastival.
- 96% of participants said they would attend another Just Roots event.

Community Health Center Franklin County's presence at Feastivals gave participants the opportunity to get blood pressure, dental, pulse oximeter, and diabetes screenings, and learn about the services like transportation that are available from the health center and relevant information such as a change in the location of the health center.

- Through interacting with CHCFC, participants were able to discuss the relationship between nutrition and diet and their blood pressure and weight.
- 86 people were able to get blood pressure screenings across the season.
- 73% of participants were more likely to engage with a healthcare provider after attending the Feastival.
- An average of 23 people per gathering were able to see a healthcare practitioner for one of the offered screenings or to talk about healthcare.

- The topics CHCFC engaged people the most in were discussions on oral health, specific resources offered by CHCFC and transportation options.

The Food Bank of Western MA was also an integral part of each Festival.

- Participants learned about SNAP/HIP and were kept up to date about it's changes and how to impact SNAP outcomes by contacting politicians.
- An average of 12 participants per Festival were able to try new ways of eating vegetables and learn new ways to prepare vegetables from the nutrition team from the Food Bank of Western Mass.
- The Food Bank engaged more kids in learning about food preparation when activities included kid oriented equipment in a large area that was conducive to their learning.
- When the Food Bank offered healthy dessert options, the number of people willing to try their food samples doubled.

Attendance of multiple community organizations and service providers created the space for collaborative conversations about shared community goals. Partnerships were built by promoting mingling between agencies.

- CDC and CHC connected.
- Just Roots and Center for Self Reliance/Community Action connected about garden plot.
- Collaboration on Leyden Woods farm/garden youth visits and discussion of new grant potential
- Just Roots met a new medical provider at CHCFC, further strengthening their collaborative relationship
- An event between the Food Bank of Western Mass and Leyden Woods was planned: "Healthy Food on a Budget"

Festival Outcomes

Over the course of the year,

- An average of 90% of survey respondents said that they would eat more vegetables this month after attending the Festival.
- 85% of respondents over the course of the season, said that they were more likely to try to cook a new recipe this month.
- 87% of participants said that after this meal they were more likely to do one new thing around personal care like eating more vegetables or exercising one time more each week.
- Residents were able to suggest menu items (chicken soup, corn chowder, butternut squash mac n' cheese) and then be directly involved in the creation of that dish. There were a number of returning, consistent volunteers!

Lessons Learned

- The more kids activities the better. Engaging children will serve as a way to manage energy of kids as well as educate them about health and food. The kids loved the cooking activities and cooking equipment for them. It was helpful to have a big space specifically for kids activities.
- Inviting residents to help cook increases attendance because folks will spread the word and get excitement from within the housing development.
- Agencies intermingling rather than being assigned to certain tables really worked.
- Smaller attendance at a Festival is valuable in its own right. It allows more one-to-one connection with folks and a less chaotic social environment. Increasing attendance isn't necessarily critical to success.
- Giving volunteers each a \$20 Foster's gift card and a handwritten thank you note makes folks feel appreciated and seen. But coming up with a way to consistently bring in new volunteers remains a challenge.
- Being a consistent face in the community means a lot! Showing up at the food pantries and other community events builds trust and relationships.
- It remains challenging to know how best to do outreach efficiently to residents (flyering, tabling, texting, etc.), without the support of a resident service coordinator.
- Working with Leyden Woods admin is a strain on our team, and needs to be reassessed.

2019 Food is Medicine Report

Contents

- I. Research
 - II. Opportunities
 - III. Working Groups/Coalitions
 - IV. Referrals
-

RESEARCH

Publications

Findings from Just Roots research were published and disseminated in 2019.

One report and two published papers as follows:

- Report for Blue Cross Blue Shield Foundation Massachusetts: [\(Im\)Proving the CSA Model: Exploring the CSA Model as a Health Intervention](#)
- Article for the American Journal of Preventative Medicine: [Health Center-Based Community-Supported Agriculture](#)
- Article for the American Journal of Public Health: [Population Health and Cost-Effectiveness of Community-Supported Agriculture Among Low-Income US Adults: A Microsimulation Analysis](#)

Presentations

Just Roots formally presented about the research for the following:

- Northeast Association of State Departments of Agriculture
- Greater Quabbin Food Alliance Annual Meeting
- Harvest New England Annual Conference
- Massachusetts Food Systems Collaborative Annual Forum
- Baystate Franklin Medical Center Leadership Team Meeting
- American Journal of Preventative Medicine Annual Convening
- Franklin County Food Council Quarterly Meeting
- Massachusetts Food Policy Council Meeting
- Food Is Public Health Legislative Farm Tour (hosted by Senator Jo Comerford)

Dr. Seth Berkowitz formally presented at the following:

- Society of General Internal Medicine Annual Meeting

OPPORTUNITIES

Completing this research has opened doors to many conversations and opportunities for Just Roots, some of which are overt and direct, and many of which we may not make direct links, but our ability to reference our research experience, our publications, our scientific evidence of our model's impact supports many of our funding asks and what we believe often creates a space for us at a new table.

Some highlight connections opened or deepened:

- Boston Children's Hospital ACO - now launching into Flexible Services partnership
- Blue Cross Blue Shield Foundation of MA - funded the gap in research resources



- Health New England - funded our CSA/Feastival programs
- Harvard Pilgrim HealthCare - now funds volunteer engagement
- Center for Health Law Policy Innovation - working collaboratively on Food is Medicine efforts and launched staff led Accessible CSA student project
- Food is Medicine Massachusetts - working collaboratively on Food is Medicine efforts
- Massachusetts Food Systems Collaborative - working more closely and more broadly on sustainable food systems

WORKING GROUPS/COALITIONS

FIMMA Coalition: Jessica and Rochelle serve on the Food is Medicine Coalition, as well as the Research Task Force and the Community Based Organization Task Force

Coalition to end hunger task forces: Jessica and Rochelle serve on the Service Integration Task Force that Food Policy Task Force

Hunger Task Force: Food Access team participates in Community Action's Hunger Task Force

Franklin County Food Council: Jessica Chairs this Council which meets quarterly

Diabetes Working Group: Food Access team participates in the Community Health Improvement Plan (CHIP) Diabetes Workgroup

REFERRALS

Just Roots and the Community Health Center of Franklin County built and launched a pilot of a referral process to connect patients of the CHCFC to CSA shares with Just Roots. The development of the process, and the training of the appropriate staff took place in 2019, as well as the launch of utilizing the tool. It has yet to gain traction -- Just Roots receives only occasional referrals through this tool and generally from the CHCFC, so we will work to optimize this in 2020 and will have the opportunity to make significant improvements to our referral system through the work with Boston Children's Hospital.

2019 Development Highlights

Contents

- XII. Overview
 - XIII. Valley Grows
 - XIV. Just Roots Goes Solar
 - XV. Food Justice Bike Ride
 - XVI. Just Compost
 - XVII. Grow and Glean
 - XVIII. Mainstreaming Food Access into Health and Housing
 - XIX. Farm To Family - a partnership with Boston Children's Hospital
-

Overview

2019 was a year of momentum building, partner development and resource development.

Between giving days, benefit events, donor generosity, partner contracts and grants, Just Roots had it's most successful year to date. While Just Roots continues to work to grow and diversity earned income streams, leaving us less reliant on grants and gifts to sustain day to day operations, grants and gifts remain a vital part of the development of Just Roots.

Over the last two years, as Just Roots leaned into its scientific research of the CSA model and developed partnerships in the health and housing sectors, Just Roots has seen an increase in support from the healthcare industry. Blue Cross Blue Shield Foundation of Massachusetts continued to support the research trial and Just Roots was selected as one of the inaugural awardees of the new Health New England Where Health Matters grant, receiving \$50,000 to support the development of the Local Food Clinic program now called Feastival that is featured earlier in this report. Mass Medical Alliance and Charitable Foundation awarded a grant to further support the development of the Feastival program (Then called the Local Food Clinic).



Outside of the health space, Just Roots was delighted to receive support from Project Bread and United Foods International (UNFI) Foundation to support the subsidized CSA program. The Franklin County 5K Road Race chose Just Roots as their beneficiary of the race for 2019 and Whole Foods in Hadley selected Just Roots to benefit from their 5% giving day. Big Y also stepped up, choosing Just Roots to be the recipient of it's benefit golf tournament. Greenfield Cooperative Bank and Freedom Credit Union continued to support the subsidized CSA program and joining us from the financial sector was Greenfield Savings Bank which sponsored new multi-use bags for CSA members in 2019. Eversource joined Just Roots once again with a crew of worker volunteers to help get our seedlings in the ground in spring

and awarded a sponsorship to support the CSA as well. Other local businesses continue to step forward including Snows and Sons Landscaping and the People's Pint. The Pint not only purchased food from the farm, and offered a gift card to CSA member sign ups, they brewed Early Green Pale Ale, part of

their benefit beer line, which supports Just Roots with every purchase. The ale is growing in popularity in its second year on tap.

2019 marked a new development for Just Root and that was in finding support for General Operating. These funds are often the hardest to come by but are in fact the dollars that help keep the lights on. Clif Bar Family Foundation, Howard Stark Foundation and the Perpetual Trust each provided general operating support awards to Just Roots in 2019. These dollars make the day to day work possible and allow Just Roots to work from a place of abundance, to develop strategically and provide the space and time to diversify our products, programs and funding streams helping to create an effective and sustainable organization.

Valley Grows

May 30th – launched a NEW day for giving in the Pioneer Valley: Valley Grows!



Just Roots, together with Grow Food Northampton (GFN) successfully launched a new Pioneer Valley-wide day of giving called Valley Grows. In the absence of Valley Gives Day which had become an important mid-year giving day for many nonprofits in the Pioneer Valley, Just Roots and GFN decided to create a new day of giving and invite other food justice and farming organizations to participate collaboratively, hoping to raise the resources necessary to help grow a just and sustainable food system in our Valley. A total of five local organizations participated in the pilot year including Just Roots, Grow Food Northampton, Gardening the Community in Springfield, Nuestras Raíces in Holyoke, and Seeds of Solidarity Education Center in Orange. Together these five organizations raised a total of \$32,206 which included matching money that the organizations were able to secure. Donations came from 158 individual donors. The day was a huge success and the event is planned to be held in 2020. The partners hope to grow the day to include more organizations if resources allow.

Just Roots Goes Solar

Although technically speaking the new 9.2 KW solar array was installed in the early winter of 2018, the ribbon cutting ceremony was held in the spring on March 29th and the power was officially turned on! Our journey to solar began in 2018 when Just Roots was approached by Brian Adams of Phippen Adams Solar. Brian and his wife Morey had been working to make PV happen for non profits across the Pioneer Valley and Just Roots was going to be the next project. As a food justice and farming organization we are dedicated to the environment and take land stewardship seriously, but like many nonprofits affording Solar was not in the cards. Brian and Morey changed all that. Together with Northeast Solar, Just Roots received a 9.2 KW solar installation which is featured at the south end of the Community Garden and is estimated to power ⅓ of the farm's electrical needs. State Representative Paul Mark along with Mayor Bill Martin and several Town Councilors, Brian, Morey and the Team at Northeast Solar along with members of the public helped celebrate this step towards sustainability with Just Roots at the ribbon



cutting event. Through the generosity of Morey Phippen and Brian Adams and the collaboration, work and thoughtfulness of Northeast Solar, a new 9.2 KW solar array, overlooking the Community Garden, is fully operational and working to power the farm at Just Roots.

Food Justice Bike Ride

On June 30th, the Rotary Club of Franklin County presented the Food Justice Bike Ride to benefit Just Roots. This was the second annual ride launched and organized by Roark Herron with support from his partner Linda Slattery. The Ride invited individuals and teams to ride and raise funds to support Just Roots. Together, participants raised over \$12,000 which would help fund the subsidy pool that helps make the Just Roots CSA possible for low income residents to participate. The Stone Soup Cafe catered the event and the weather cooperated. Riders enjoyed the road and returned to the farm for lawn games, lunch and awards. The Ride was an incredible success, raising funds to support the CSA with community, on the farm. We look forward to the third annual ride in 2020.



Just Compost



Just Roots in partnership with the Compost Cooperative, a worker-owned business that hauls food scraps and builds ownership among people coming out of jail, will be addressing food waste, climate change and inequality at the local level—by making compost. The Just Compost project is being supported through a \$100,000 grant awarded to Just Roots from The Claneil Foundation. We have launched a plan to increase diversion of compostables from the Franklin County waste stream, make compost for use on the farm, and create 3-4 local jobs that pay a living wage. High quality compost will help make the soil at the Greenfield Community Farm more

resilient in the face of extreme weather and climate change and produce more nutrient-dense food. The grant will support Just Roots in buying an additional tractor, spreader and to create raised beds to grow even more food for the community. The partnership being developed with the Compost Cooperative helps support food waste diversion and creates a closed loop system on the farm: food scraps from local residents and businesses create compost on the farm which is spread on the fields

where we grow food for our whole community. The project aims to divert 100 tons of food waste from the landfill over the two year project.



Grow and Glean

Harvard Pilgrim Health Care Foundation announced its awarding of new Healthy Food Fund grants to 25 not-for-profit community food access initiatives that grow, glean or distribute fresh produce to low-income families and older adults in Connecticut, Maine, Massachusetts, and New Hampshire. Just Roots was honored to be a recipient of one of the Healthy Food Fund grant awards which is renewable for two additional years. With these funds Just Roots will launch a program called Grow and Glean,

an effort to support our on farm volunteer and food donation program. Some of the goals of the project include improving volunteer management, tracking and appreciation as well as expanding the reach of our produce donation programming to more pantry sites in the county. Members of the foundation and Board of HPHCF came for a site visit in 2019 to learn more about the work and impact of Just Roots and enjoyed lunch outside at our picnic tables getting to know our team.



Mainstreaming Food Access into Health and Housing

While the three year USDA funded Community Food Project called Mainstreaming Food Access into Health and Housing began in 2018, 2019 marked the first full year of the three year project. This nationally competitive award went to our friends at the Franklin County Community Development Corporation (FCCDC) which is partnering with Just Roots and the Community Health Center of Franklin County to run the program. The project aims to integrate local, healthy food into the health and housing sectors through patient referrals and program integration efforts - reaching customers where they live and where they receive their healthcare. Funding will also

support expansion of food access from Just Roots, resulting in the new Jan - May Winter Box program which will launch in 2020 featuring fresh, frozen and shelf stable local foods that are SNAP and HIP eligible. Frozen and shelf stable goods will come from the FCCDC which will aggregate additional local food and utilize its food preparation and storage facilities to extend the CSA to offer year-round local food. USDA funds will also support infrastructure and capital developments at Just Roots. The purchase of a refrigerated box truck was made possible from this award and was outfitted with an awning to provide the market style set up Just Roots is well known for. Structural improvements to the three story barn went underway and additional storage and production improvements will be made in 2020. The structural barn work was supported by matching funds and in-kind time donated from the city of Greenfield. The City is providing time from the Department of Public Works to help with grading underneath the barn and funds will support the structural engineering work to lift the barn and replace all of the footers, stabilizing the barn we call home for the next generation!



Farm To Family - A Partnership with Boston Children's Hospital

At the end of 2019, Just Roots took another one huge step forward related to integrating food into healthcare and treating food as medicine. Massachusetts launched a Flexible Services program funded by MassHealth. The program was designed to address food and housing insecurity in the Commonwealth and aimed at partnering Accountable Care Organizations (ACOs) with Social Service Organizations (SSOs) to integrate the healthcare system with programming that would improve food security and housing and thus the health of some of our most vulnerable residents. Boston Children's Hospital (BCH), an ACO which operated clinic sites in Hampden and Hampshire counties, approached Just Roots about partnering with them on a project under the Flexible Services program. Having learned about our CSA program through our research and our participation in the Food Is Medicine state planning process, BCH was interested in bringing our CSA program to their patients. Over the fall of 2019, we designed the Farm To Family program and were ecstatic to learn that our program was selected. Over the course of the winter and spring of 2020, Just Roots will work with BCH to design the technical, referral, evaluative and program logistics, readying to launch the CSA to eligible BCH patients in June of 2020.

2019 Financial Report

Contents

- XX. Profit and Loss Statement
- XXI. Balance Sheet
- XXII. Income and Expenses by Class

Profit and Loss January - December 2019

	Total		
Income			
40100 Contributed Support	5.00		
Total 40150 Individual Support	\$ 40,510.82		
Total 40200 Business/Organization Support	\$ 31,541.87		
Total 40100 Contributed Support	\$ 72,057.69		
Total 41100 Grants	\$ 260,754.99		
42100 Farm/Food Access	0.00		
42110 CSA	95,366.97	61500 IT Hardware/Software	1,360.83
42120 Wholesale	1,494.05	61505 Website	360.98
42130 Value Added/On Farm Sales	664.00	Total 61550 Repairs and Maintenance	\$ 3,452.23
42140 Farmers Market	20,816.71	Total 61600 Travel/Lodging/Meals	\$ 5,047.22
42150 Festival	840.00	Total 61700 Contract/Professional Exp	\$ 65,475.00
Total 42100 Farm/Food Access	\$ 119,181.73	Total 61800 Advertising/Marketing/PR	\$ 3,277.57
Total 42300 Community Garden	\$ 1,500.00	Total 61900 Utilities	\$ 5,839.21
Total Income	\$ 458,841.03	61930 Phone/Internet/Social Media	2,911.43
Gross Profit	\$ 458,841.03	Total 62000 Fees	\$ 3,024.43
Expenses		62110 Interest On Loans	3,301.04
60000 Expenses	2,772.57	62120 Sales Tax	32.53
60200 Donations/Sponsor to other orgs	16.96	62125 Vehicle Tax	176.56
60250 Petty Cash	207.50	62200 Misc. Expenses	63.00
60300 Payroll		Total 60000 Expenses	\$ 436,155.83
60310 Salaries/Wages	241,226.36	60150 Subscriptions	223.60
Total 60320 Payroll Taxes	\$ 24,919.61	66900 Reconciliation Discrepancies	238.32
Total 60300 Payroll	\$ 266,145.97	Total Expenses	\$ 436,617.75
60400 Staff & Board Development	99.00	Net Operating Income	\$ 22,223.28
60500 Conferences/Meetings/Events	195.00	Other Income	
Total 60800 Insurance	\$ 8,751.07	1920000 Matching Income	25,000.00
60900 Printing and Copying	134.50	4900 Net Assets Released from Restri	4,950.00
61000 Supplies and Equipment		Total Other Income	\$ 29,950.00
61110 Office	2,544.43	Other Expenses	
Total 61120 Garden & Crop Production	\$ 44,477.33	Total 8100000 Transfer Out-LoanPaymentRequire	\$ 0.00
Total 61140 Event Supplies	\$ 5,674.36	8120000 Matching Expense	25,000.00
Total 61000 Supplies and Equipment	\$ 52,696.12	Total Other Expenses	\$ 25,000.00
61300 Postage/Shipping/Delivery	392.85	Net Other Income	\$ 4,950.00
Total 61400 Rent	\$ 10,422.26	Net Income	\$ 27,173.28

Just Roots Inc.
Balance Sheet
As of December 31, 2019

ASSETS

Current Assets

Total Bank Accounts

Total

\$ 72,819.33

Total Accounts Receivable

\$ 153,249.74

Total Other Current Assets

\$ 575.00

Total Current Assets

\$ 226,644.07

Total Fixed Assets

\$ 46,678.00

Total Other Assets

\$ 0.00

TOTAL ASSETS

\$ 273,322.07

LIABILITIES AND EQUITY

Liabilities

Current Liabilities

Total Accounts Payable

\$ 44,973.05

Credit Cards

10000 GCB Line of Credit

4,464.65

Total Credit Cards

\$ 4,464.65

Other Current Liabilities

Total 24000 Payroll Liabilities

\$ 5,364.62

Total Other Current Liabilities

\$ 5,524.62

Total Current Liabilities

\$ 54,962.32

Total Long-Term Liabilities

\$ 66,678.38

Total Liabilities

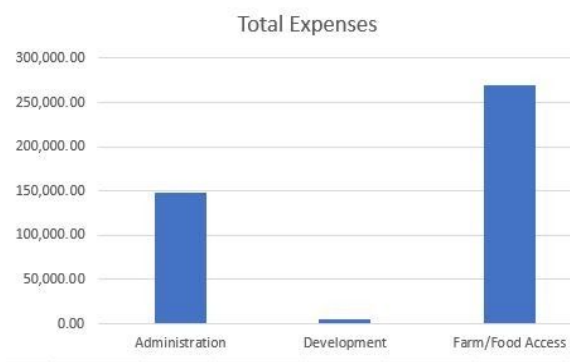
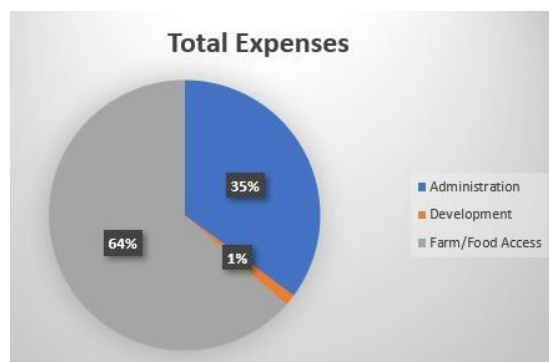
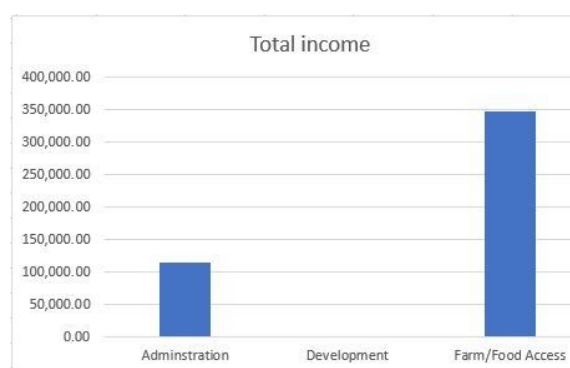
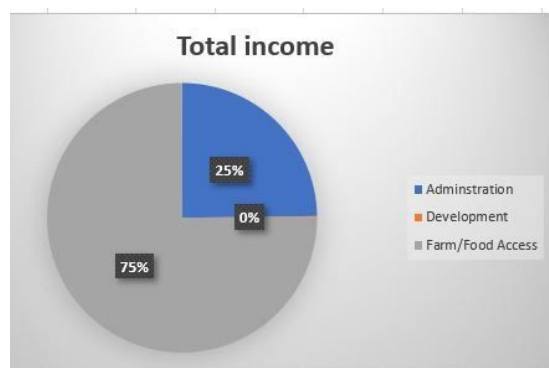
\$ 121,640.70

Total Equity

\$ 151,681.37

TOTAL LIABILITIES AND EQUITY

\$ 273,322.07



2019 Board Report

What a year it's been for our Board!

We said goodbye and thank you to two long-serving board members, our former President, Anna Marchefka, and Susan Worgafig, our former Clerk. Our board grew and thrived under their leadership, and we are so grateful for all they both did to support Just Roots during their time on the Board.

We also welcomed several new board members: Sam Icklan, Kirsten Levitt, and Donna Dusell. We are so excited for the skills and leadership these wonderful humans bring to our team. Sam is chair of our Events Committee, Donna is chair of our Finance Committee, and Kirsten will be working closely with Jessica in 2020's Innovation Accelerator program, a 6-month course that will take a deep dive into customer exploration and market research, with an eye toward sustainable, mission-aligned program expansion.

Just Roots' participation in the Innovation Accelerator program is just one piece of the exciting Capacity grant we were awarded from the Community Foundation of Western Massachusetts. This grant will allow our board to do important work to evaluate Just Roots' mission, vision, programming, and future direction over the course of 2020.

In addition to being awarded this Capacity grant, our board participated in a number of other initiatives to further our growth as a governing body for Just Roots. We worked with Heather Bell, a development professional who provided consultation to further grow our skills around fundraising and donor cultivation; we attended Community Foundation workshops on finance and succession planning; and we held an "idea jam" with Just Roots staff, former staff, and community partners to generate ideas and assess opportunities for new programming.

It's been a wonderful, eventful, rewarding year for our board. We are so thrilled with the growth of Just Roots as an organization, and can't wait to see what 2020 will bring!

Final Words

As we look towards the future we remember the hard work and dedication that has brought us this far. We would like to thank our Board of Directors, Staff, Volunteers, Partners, Participants, Donors, Funders and our Community at large for supporting the work of Just Roots. We have done little on our own but we have accomplished a tremendous amount in partnership with you! Thank you for a wonderful year of growth and impact.



Thank you for being with us on a journey for food justice and sustainable farm systems for all! We could not do it without you.

Jessica O'Neill

Jessica O'Neill
Executive Director

Appendix

Crops Report: Farm Season

Our report below shows you how much of each item was offered to our members during the 2019 season:

Key to report:

Weeks in Share (*): The number of weeks during the season that this vegetable was available to you

Total Units Offered (**): The total bunches/pounds/heads/bags were available to you of this vegetable throughout the entire 20-week season

Total Crop Value Offered (***): The total value of this crop had if you ended up taking all that was offered

CROP	UNITS DISTRIBUTED	\$\$ PER UNIT	WEEKS IN SHARE *	TOTAL UNITS OFFERED **	TOTAL CROP VALUE OFFERED***
Arugula	Bunches	\$3.00	4	4	\$12.00
Beets	Bunches	\$3.00	2	2	\$6.00
Beets	Pounds	\$2.50	1	2	\$5.00
Bok choi	Heads	\$2.75	8	9	\$24.75
Broccoli	Pounds	\$3.00	8	12	\$36.00
Brussels Sprouts	Stalk	\$2.00	1	3	\$6.00
Cabbage	Heads	\$2.50	7	7	\$17.50
Cabbage, NAPA	Heads	\$2.50	5	5	\$12.50
Carrots	Bunches	\$3.00	9	9	\$27.50
Carrots	Pounds	\$2.50	2	4	\$10.00
Cauliflower	Pounds	\$2.50	2	5	12.50
Celery	Bunches	\$3.00	5	5	\$15.00
Collards	Bunches	\$2.50	1	1	\$3.00
Cucumbers	Pounds	\$2.00	9	22	\$44.00
Daikon	Pounds	\$2.00	1	2	\$4.00
Eggplant	Pounds	\$2.00	7	10	\$20.00
Escarole	Heads	\$2.50	2	2	\$5.00
Fava	Quart	\$3.00	1	1	\$3.00
Fennel	Bulb	\$1.25	4	13	\$16.25
Fennel	Bunches	\$2.75	4	4	\$11.00
Garlic scapes	Bunch	\$3.00	3	7	\$21.00
Green garlic	Bunches	\$3.00	1	1	\$3.00
Specialty greens bunches (mustard, callaloo, tatsoi, broccolini, purple mizuna, beet greens)	Bunches	\$3.00	10	11	\$33.00
Specialty greens mix (spicy greens mix, brussels sprout tops, greens mix)	Pound/bag	\$3.00	7	7	\$21.00

Herbs (cilantro, basil, thyme, sage, dill, winter savory, parsley)	Bunches	\$2.25	15	29	\$65.25
Kale	Bunches	\$3.00	13	13	\$39.00
Kohlrabi	Bunches	\$3.00	2	2	\$6.00
Kohlrabi	Pound	\$2.00	4	8	\$16.00
Leeks	Bunches	\$3.00	3	3	\$9.00
Lettuce mix	½ Pound bag	\$3.00	2	2	\$6.00
Lettuce, heads	Heads	\$2.75	12	14	\$38.50
Onions	Pounds	\$2.00	3	6	\$12.00
Fresh onions, with greens	Bunches	\$3.00	1	1	\$3.00
Peppers, BELL (green/red/orange)	Pounds	\$2.50	12	23	\$57.50
Peppers, HOT (jalapenos, ancho, Anaheim, serrano)	Pounds	\$2.50	6	7	\$17.50
Peppers, SWEET + SPECIAL (banana, jimmy nardello, lipstick)	Pounds	\$2.50	7	11	\$27.50
Popcorn	Pound	\$5.00	1	1	\$5.00
Sweet corn	Ear	\$0.80	4	19	\$15.20
Potato	Pounds	\$2.00	10	20	\$40.00
Sweet potato	Pounds	\$3.00	2	6	\$18.00
Radicchio	Heads	\$3.00	5	5	\$15.00
Radishes	Bunches	\$2.75	10	10	\$27.50
Radishes	Pounds	\$2.50	3	3	\$7.50
Rutabega	Pounds	\$2.00	1	2	\$4.00
Salad turnips	Bunches	\$3.00	6	6	\$18.00
Salad turnips	Quarts	\$3.00	3	3	\$9.00
Scallions	Bunches	\$2.25	11	11	\$24.75
Spinach	Bunches	\$3.00	4	6	\$18.00
Strawberries	Pints	\$3.50	1	.5	\$1.75
Summer squash	Pounds	\$1.75	11	21	\$36.75
Swiss Chard	Bunches	\$3.00	8	8	\$24.00
Tomatillo	Quart	\$2.25	7	7	\$15.75
Tomatoes, Slicing	Pounds	\$3.00	10	33	\$99.00
Cherry tomatoes	Quarts	\$5	2	2	\$10.00
Purple Top turnips	Pounds	\$2.00	1	3	\$6.00
Melon (cantaloupe, watermelon)	Piece	\$3.00	5	7	\$21.00
Winter squash	Med/large pieces (butternut, kabocha, spaghetti)	\$4.00	4	5	\$20.00
Winter squash	Delicata	\$3.00	1	4	\$12.00

Crop Report: Pick-Your-Own

CROP	UNITS DISTRIBUTED	\$\$ PER UNIT	WEEKS IN SHARE	TOTAL UNITS OFFERED	TOTAL CROP VALUE OFFERED
Beans, Bush (green, purple, yellow)	Quart	\$3.00	7	10	\$30.00
Cherry tomatoes	Quart	\$3.50	9	17	\$59.50
Flowers	Bouquet	\$3.00	12	12	\$36.00
Hot peppers	Pint	\$2.00	6	4.5	\$9.00
Husk cherries	Pint	\$3.00	6	5.5	\$16.50
Peas	Quarts	\$3.00	3	9	\$27.00
Herbs (sage, winter savory, oregano, thyme)	Bunches	\$2.00	12	12	\$24.00

Crop Report: Winter Box Share

Crop	Unit	Price per Unit	Total Value in share	Share 1 (Nov 9 th)	Share 2 (Nov 23 rd)	Share 3 (Dec 7 th)
Arugula	Bag (~pound)	\$3.00	\$3.00	1 bag		
Beets	Pounds	\$2.50	\$10.00	2 pounds	2 pounds	
Broccoli	Pounds	\$3.00	\$9.00	3 pounds		
Brussels Sprouts	Stalks	\$1.50	\$9.00	3 stalks	3 stalks	
Cabbage	Heads	\$2.50	\$5.00			2 heads
Carrots	Pounds	\$2.50	\$15.00	2 pounds	2 pounds	2 pounds
Cauliflower	Pounds	\$2.50	\$5.00	2 pounds		
Celeriac	Pounds	\$2.00	\$4.00		2 pounds	
Celery	Bunches	\$3.00	\$6.00	1 bunch	Was choice of celery or kohlrabi	
Garlic	Bag (1/4 pound)	\$2.50	\$5.00	1 bag	1 bag	
Herbs	Bunch	\$2.25	\$6.75	1 bunch (Cilantro or parsley)	1 bunch (rosemary)	1 bunch dry (choice of sage, thyme, winter savory, peppermint)
Kale	Bunch or Bag	\$3.00	\$9.00	1 bunch	1 bag (kale/collards mix)	1 bag
Kohlrabi	Bulb	\$1.50	\$9.00	3 bulbs	2 bulbs (choice with celery)	2 bulbs
Leeks	Bunch	\$3.00	\$9.00	1 bunch	1 bunch	1 bunch
Lettuce	Head or bag	\$2.50	\$8.00	2 heads	1 bag lettuce mix	
Onions	Pounds	\$2.00	\$12.00	2 pounds	2 pounds	2 pounds
Parsnips	Pounds	\$2.00	\$8.00		2 pounds	2 pounds

Peppers, HOT	Pint	\$2.50	\$2.50			1 pint
Potato	Pounds	\$1.50	\$18.00	4 pounds	4 pounds	4 pounds
Sweet Potato	Pounds	\$3.00	\$18.00	3 pounds	3 pounds	
Radicchio	Heads	\$2.50	\$10.00	1 head	2 heads	1 head
Watermelon Radish	Pounds	\$2.00	\$4.00			2 pounds
Roots Mix	Pounds	\$2.00	\$56.00	10 pounds (purple top turnips, daikon, black radish, red radish, salad turnips)	10 pounds (purple top turnips, rutabaga, daikon, black radish)	8 pounds (purple top turnips, celeriac, beets, daikon, black radish)
Shallots	Bag	\$3.75	\$3.75			1 bag (3/4 pound)
Winter Squash	Piece	\$3.50	\$42.00	4 pieces	4 pieces	4 pieces