

Passion Won't Pay the Bills

Community Foundation of the Gunnison Valley

April 5th, 2022

Presenters: David Clayton, Community Foundation of the Gunnison Valley
Holly Conn, Mountain Roots Food Project
Mike Horn, Crested Butte Mountain Heritage Museum

Non-Profit Statistics (statewide)

From a 2018 Colorado Nonprofit Association study:

Total Nonprofit Employment: 167,663 (8% of private employment)

Total Nonprofits: 25,020 (registered with IRS)

Total Nonprofit Revenue: \$29,574,600,000 (\$29+ Billion)

Total Nonprofit Expenses: \$28,634,800,000

Total Nonprofit Assets: \$58,184,500,000

Numbers seem vary high as this survey includes sectors of the nonprofit community such as hospitals and other health care services plus private educational entities, such as universities.

Non-Profit Statistics (Gunnison County)

From a 2018-19 CFGV study:

Total Employment:	891 (10% of private wage & salary employment)
Total Nonprofits:	100+

A majority of nonprofit jobs are considered seasonal or contractual in nature and of the respondents. Example, organizations with seasonal activities are heavily in this category. For “salaried”, fulltime employees the survey reported 116.

How do we recruit and retain GREAT employees?

First, let's look at what makes differentiates For Profit and Non-Profit organizations.

Differences between For Profit and Non-Profit organizations:

- For Profit Companies:
 - Works to grow the organization to maximize investment return to the owners
 - The organization is transaction oriented with the customer being the entity paying for service and receiving the service
 - While customer service is a key attribute, sales and profit are the end goal
 - Valued employees are those that enrich the bottom line while serving the customer efficiently and effectively
- Non-Profit Companies:
 - Works to grow the organization to maximize the level and scope of services to the greatest degree
 - Organization can still be transaction oriented but may be service oriented with services not having a direct customer
 - There are two “customers” – one are donors that fund the organization and the other are the recipients of the service.
 - Customer service and support are key
 - Valued employees are those that enrich the lives of the recipients of the service or the donors funding the organization

How do we recruit and retain GREAT employees?

Now, let's look at what makes an employee a great fit for our organizations.

What drives employees?

- Physical (Food, Clothing, Housing, Healthcare)
- Price (higher wages and benefits)
- Place (community, recreation, cultural, environment, education, many others)
- Purpose (job accomplishment, feeling of doing good)
- Prestige (recognition, working at valued organization)

For Profit organizations want employees that want to maximize Price and Prestige,
while Non-Profit organizations look to find employees that value Place, Purpose and Prestige

Why we need to Compensate Correctly

Non-profits compete with For Profits and other Non-Profits for quality employees.

People need to be valued and feel honored. We need to understand that value and honor are both monetary and non-monetary needs. However, any employee needs to receive compensation that allows them to live in the “community” without having to make severe sacrifices.

Hiring, training and retaining employees can be costly but having high turnover or not being able to get quality employees can cost much more in money, time and effectiveness.

What is Driving the Pressure on Employee Compensation?

For several decades, inflation has been under control (ranging from 1.5-3.0% per year)

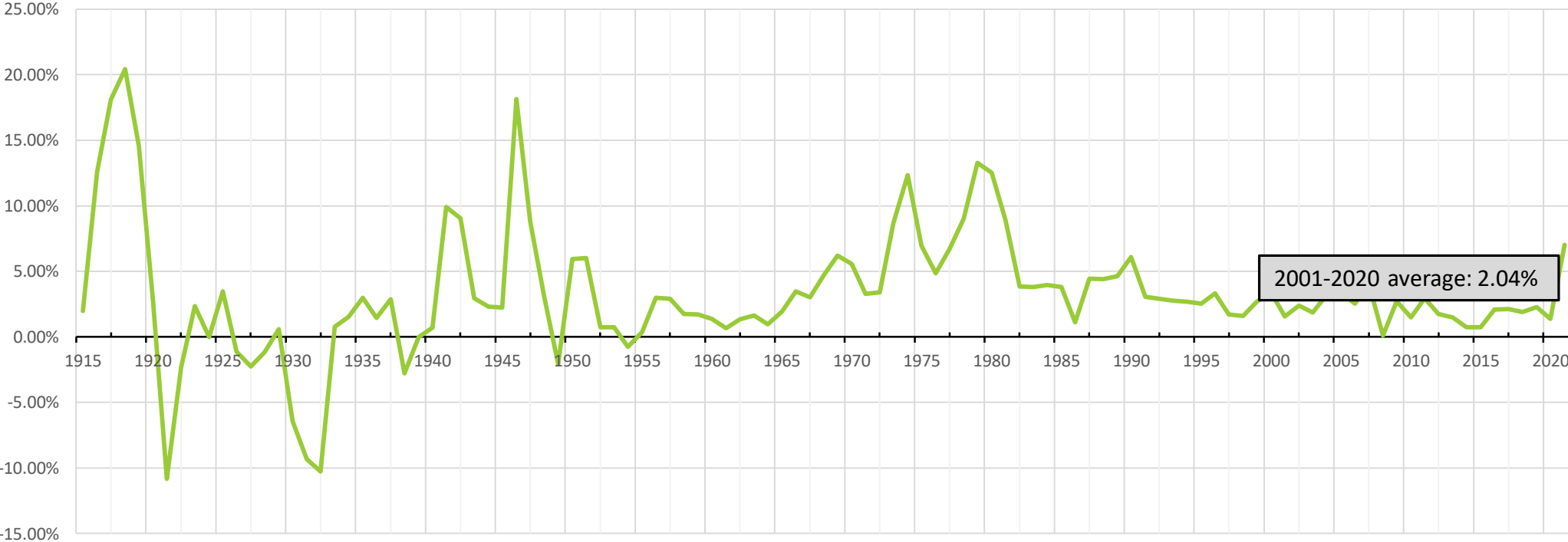
While housing is never cheap in a resort community, we are facing a severe shortage of availability and an extreme increase in property values.

One source for Gunnison County property values shows

- Overall Housing = 25.1% increase (YoY)
- 1 Bedroom = 8.0% increase (YoY)
- 2 Bedroom = 62.5% increase (YoY)
- 3 Bedroom = 2.5% increase (YoY)
- 4 Bedroom = 237.8% increase (YoY)
- 5 Bedroom = 50.0% increase (YoY)

Inflation is Back

CPI change - Year over Year - 1915-2021



1915-2021 average: 3.26%

Erosion of Buying Power

How Long does it take for inflation to double the cost of goods:

2% inflation rate	35 years	(2001-2020 average % rate)
5% inflation rate	14 years	
7% inflation rate	10 years	(Current CPI % rate)
10% inflation rate	7 years	(Current PPI % rate)
13% inflation rate	6 years	(1979-80 Stagflation Peak)

How do we Develop Compensation Plan?

Let's look at 3 organizations that have done or are working to get and keep salaries of employees competitive within our communities so that they can attract and keep highly qualified and motivated people.

- ❖ Mountain Roots Food Project
- ❖ Crested Butte Mountain Heritage Museum
- ❖ Community Foundation of the Gunnison Valley



4.5.22

Passion Doesn't Pay the Bills

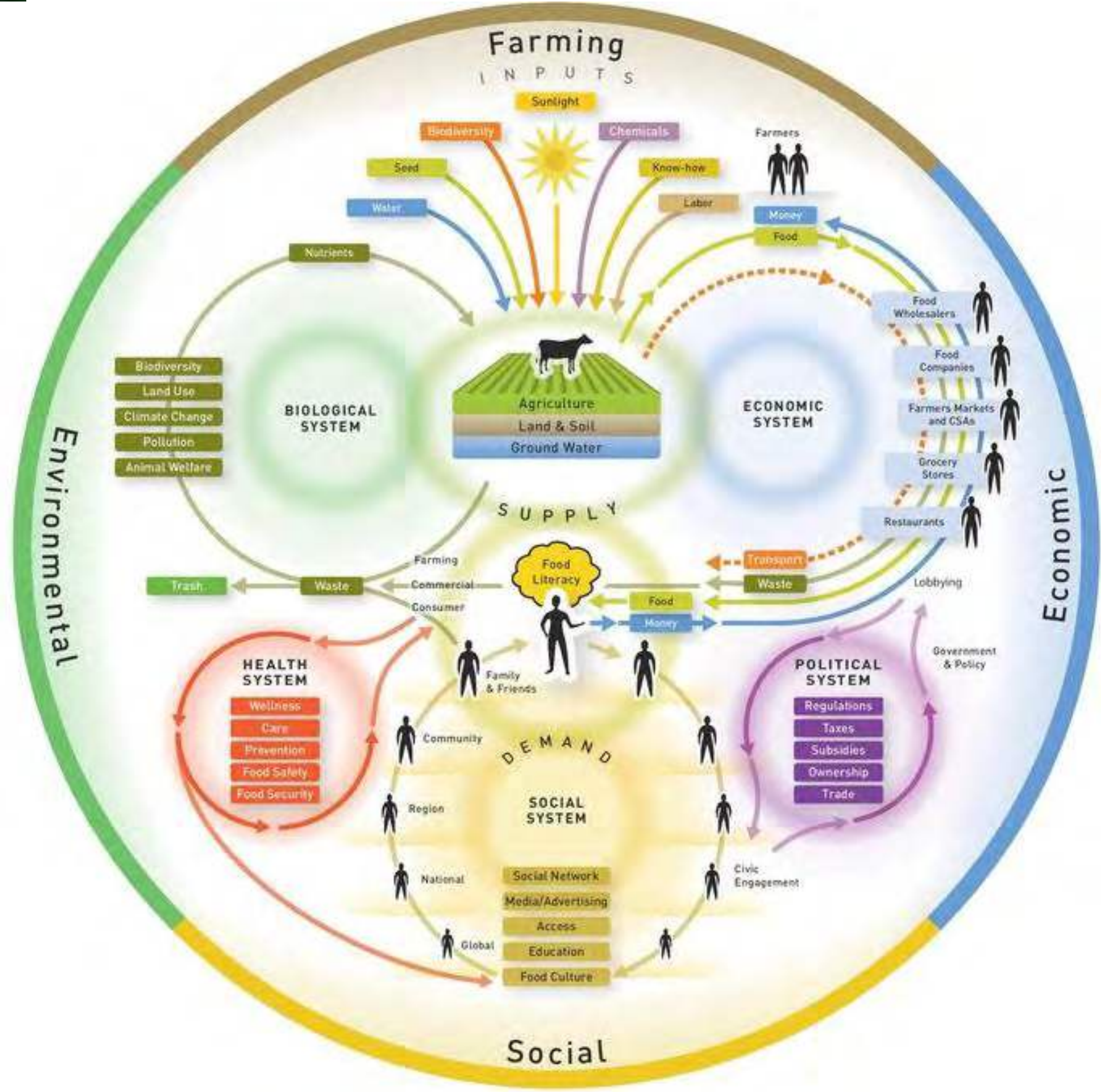


A black and white cow stands in a field of tall, golden-brown grass. In the background, there are rolling hills and mountains under a clear blue sky. A wooden fence runs across the middle ground, and a small wooden building is visible on the left side.

ACKNOWLEDGEMENT

Mountain Roots acknowledges, with respect, that the land on which we live, work, and play is the traditional and ancestral homelands of the Ute Mountain Ute tribal nations, the original stewards of this land.

The Future of Food Is...



The Future of Food Is...

EMPOWERING

rural Colorado communities
to take an active role in:



The Future of Food Is...

EMPOWERING

rural Colorado communities
to take an active role in:

- Building food resources
- Restoring the environment
- Increasing health equity
- Reducing disparities
- Renewing connection to the land
- Prioritizing health of the individual,
our communities, & our planet





FARM TO SCHOOL



AGRICULTURE



FOOD SECURITY



LOCAL FOOD & MARKETS



HEALTHY FUTURES AMERICORPS

2021

\$750K

Making it Happen

People

40

Total Team

7₊₁

Board of Directors

16

AmeriCorps Members

12

Paid Positions

Board Of Directors

JOHN MEYER, President
BRIAN PUGH, Treasurer
DANA ZOBS, Secretary
CASSIE PENCE, Events Chair
PEGGY SCHRAMMEL, Fundraising Chair
KIM ALLEN
LYNN FROTESCHER
+TRILBY CARRIKER, Finance Committee

...

Administration

HOLLY CONN, Executive Director

RACHEL BRANHAM, Development Director
ELLIE-PENFIELD CYR, Development & Marketing Associate (VISTA)*

Consulting

EMILY SMITH, Pinnacle Books
MARGAUX HELVEY, Fundraising

...

Farm to School

LILY BRIGGS, Program Director
TRISHA LANGENFELD
THEA BERGEN*
ELIZA FOLI*
EMILY GOBEL*
EMA MUSLIC*

Agriculture

LEXI HUGHES, Program Director, Jan-June

...

Coldharbour Farm Crew:

JENNIFER DEWS, Farm Manager*
GAVIN SCHMUCKLER*
JONAS HANDT*
EMILY OGDEN*
SARAH LESLIE*
MALINA GAMBOCARO*

...

Glacier Farm Crew:

KARA WILLIARD, Farm Manager*
EMILY TYSINGER
RACHEL DICKSON
JENNA KELMSER
JACOB KRECKMAN
KAYLA HANSON

Food Security

KAELYN SCHULTZ, Program Leader (VISTA)*
HANNAH RYCKMAN*
TYLER BLANKSTEIN*
IZZY ROSENSTEIN*
EMELY BEIRA, MEM Graduate Student

Local Food Distribution

Molly Mazel, CSA and LFPP Planning Grant

Healthy Futures AmeriCorps

LYNDIE KENLON, Program Director
LINDSAY DURANT, Program Assistant

Value Added Products & Farmers Markets

TYLER BLANKSTEIN*
NICK JORENBY



THEN 2010-2014

Org Budget \$3,250 -- \$32,000

Seasonal Operations

All Volunteer

4 Plot Managers w/ stipends \$500 each

Scarcity / shoestring mindset, reactive



PFP BUDGET	
STRUCTURES	TOOLS
washing basin \$25	donate used tool
washing station \$25	hoes
shade structure \$100	shovels
SEED STARTING	shears
vegetable, flower, herb seeds \$350	shovels
BED AMENDMENTS	harvest knives
topsoil \$600	rakes
compost \$600	FARM STAND
straw \$150	pop-up tent \$100
QUICK HOOPS	table \$30
hoops \$110	ESTIMATED TOTAL BUDGET
rowcover \$125	\$3250
greenhouse plastic \$410	
IRRIGATION	
garden hose \$60	
filter \$36	
pressure regulator \$20	
pressure gauge, stake \$15	
main line \$45	
main line fittings \$30	
drip tape connectors \$65	
hole punch tool \$10	
drip tape \$150	

NOW 2022

Org Budget \$1.5M

Year Round Operations

6 Leadership (Salaried) positions

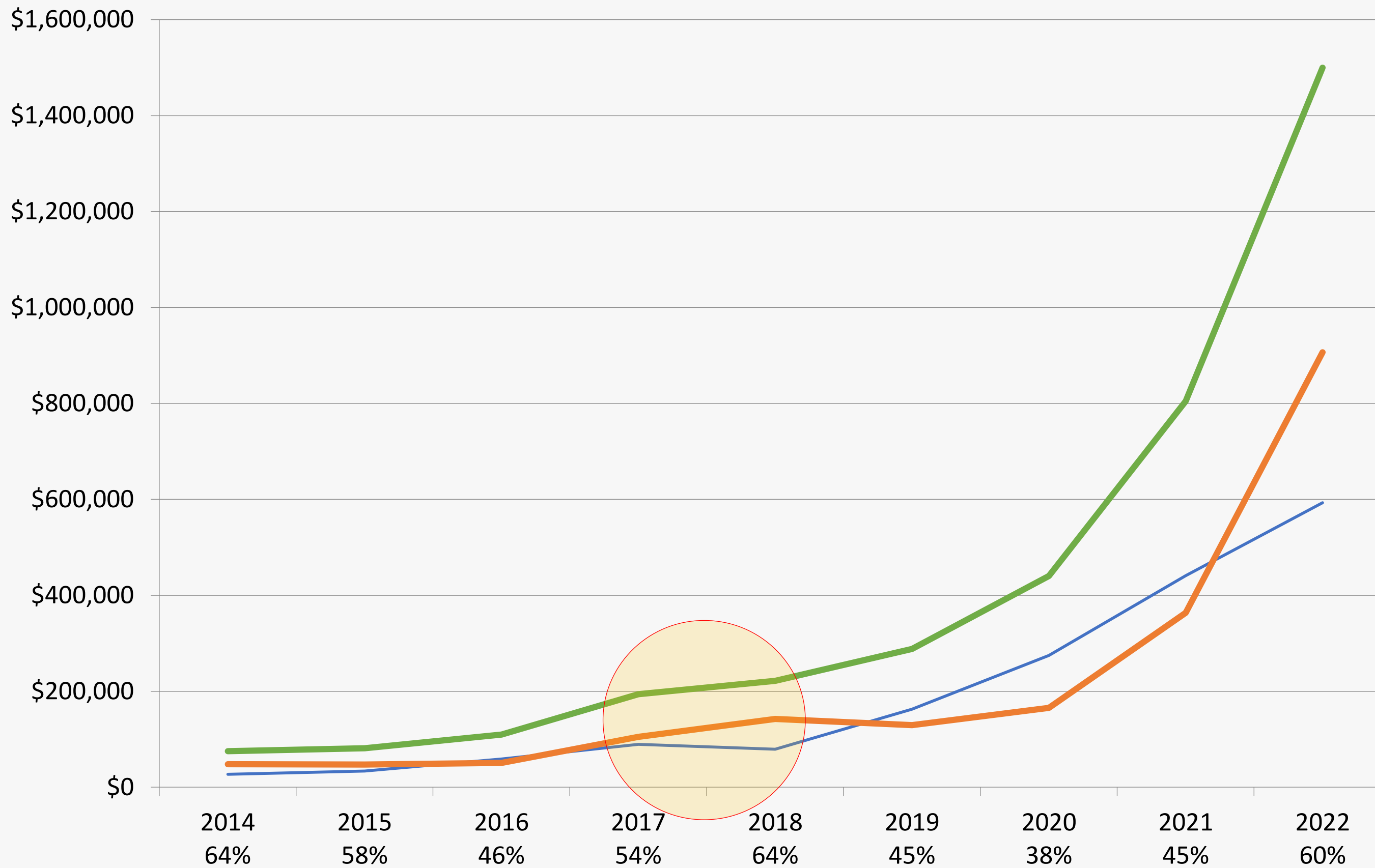
4 Employees at hourly rates \$16-\$19

15-17 AmeriCorps Members

Abundance / value-based / asset /
investment mindset, proactive



Budget | Personnel | Direct Costs



— direct costs
— personnel
— total budget

Volunteers

People
Receiving
Stipends

Technically
work for
someone else

Part
Time,
Seasonal

Part
Time,
Year Round

Interns

MEM
Fellows

Contractors
(1099)

Full
Time,
Seasonal

Full
Time,
Year
Round

Work / Trade

“Working
Board”

NCCC Work
Crews

AmeriCorps
Members

Salaried
Program
Director

Service
Learning

Consultants

2016 STAFFING

<u>ACTUAL PLAN</u>	low	high
Holly Conn <i>Executive Director</i> 10 of 12 - or - 12 of 12	23400	28000
Jenny Whitacre \$ 10,096.00 \$ 12,016.00 <i>Farm to School / EE Coordinator</i> \$15 / hr, 16-18h per week, year round		
Sierra Fairfield-Smith \$ 7,462 \$ 8,050.00 <i>CBCS Garden Manager + EE</i>		
Sasha Legere \$ 5,502 \$ 6,762.00 <i>GCS Garden Manager + EE</i>		
Natalie Berkman \$ 2,590 \$ 2,590 <i>Giving Garden + Summer Experiences GCS</i>		
Mel Yemma \$ 5,096 \$ 5,096 <i>Elk Avenue Garden + Garden team leader</i>		
Danielle Petruzzelli \$ 8,000 8,000 <i>VISTA March 1- March 1</i>		
Urban Ag Intern \$ 2,000 \$ 2,000		
CB EE Intern \$ 1,500 \$ 1,500		
Food Systems Intern \$ - \$ -		
Luisa Naughton, Kids Cook \$ 2,160 \$ 2,160		
	\$ 67,806.00	\$ 76,174.00

2017

Budget: \$121,000 People \$79,860 Direct Costs \$39,930

SCENARIO C cost balance
79,860

PRIMARY		
ED - Holly	\$ 24,120	
10 months, 30h		\$ 55,740
Events & Development	15,000	
.5 FTE		\$ 40,740
F2S Program Manager	15,000	
.5 FTE		\$ 25,740
Garden Coordinator	11,700	
.5FTE, seasonal May - Oct		\$ 14,040
VISTA (runs farm and CSA)	8,000	
full time		
	leaving this >	\$ 6,040
	for everything else	

and we still need to pay
school garden and EE staff
2 camp counselors
kids cook instructors
2-3 interns

not enough for paid staff

FROM THIS:

- Inconsistency & uncertainty
- High turnover / burnout
- Scarcity / shoestring mindset
- Extract value
- Reactive

TO THIS:

- Attract & retain good people
- Improve Performance, Engagement, & Satisfaction)
- Train Future Leaders
- Create Career tracks
- Abundance mindset
- Add Value
- Proactive





1 More Boots on the Ground

2 Elevate Leaders





Courtesy

Mountain Roots finds fertile ground with national service

Sam Liebl

groups across the Hwy. 50 corridor and created a foundation for more diversity, equity and

at six locations: Delta County Schools, Community alliance for Education and Hunger

several of the members hired for the growing season have prepared to leave the valley.

But already three members have decided to return

our with Mountain with them a “multi-unity ser- for local

food programs across a swath of rural Colorado.

(Sam Liebl can be contacted at 970.641.1414 or editor@gunnisonontimes.com)



LIVING ALLOWANCE	EDUCATION AWARD	TOTAL
\$16,000	\$6,495	\$22,495 (\$13.23/hr)
<i>11 months, full time, 1700 hours</i>		

the national service program coordinated by Gunnison’s Mountain Roots Food Project.

culture and food justice movements did not provide a clear path to increasing the number

fellow members found themselves in COVID-19 lockdown along with the communities

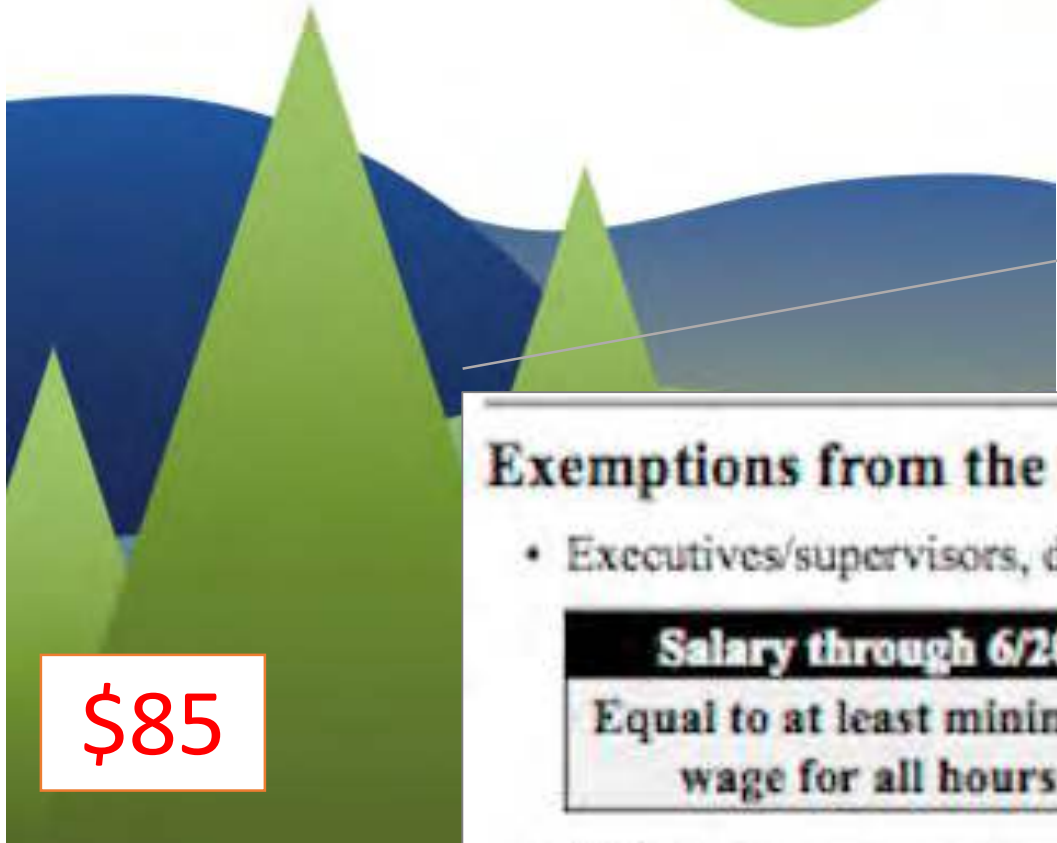


2021 COLORADO NONPROFIT SALARY + BENEFITS SURVEY

> \$1M

32% | 2020

35% | 2021



COLORADO
Department of
Labor and Employment

COLORADO OVERTIME & MINIMUM PAY STANDARDS
ORDER (“COMPS Order”) #37 POSTER
Division of Labor Standards & Statistics

Effective January 1, 2021
Must be updated annually; new poster
available 1st week of each December

Colorado Minimum Wage: \$12.32 per hour, or \$9.30 for Tipped Employees, effective 1/1/2021.

- The minimum wage adjusts annually by inflation; next year's COMPS Order and Poster will provide the 2022 minimum wage.
- The minimum wage applies to all adults and emancipated minors, whether paid hourly or any other basis (salary, commission, piecework, etc.), unless exempted by COMPS Order Rule 2.1. Unemancipated minors may be paid 15% below the minimum.
- The federal minimum wage (\$7.25) and any local minimum wages (including \$14.77 in Denver as of 1/1/21) may also apply. If work is covered by multiple minimum or overtime wage rules, the rule with the higher wage or standard applies.

Overtime: 1½ times the regular pay rate for hours over 40 weekly, 12 daily, or 12 consecutive.

- Hours in two or more weeks cannot be averaged in computing overtime.
- Employers may not provide time off (often called “comp time”) instead of time-and-a-half premium pay for overtime hours.

Meal Periods: 30 minutes uninterrupted and duty-free, for shifts over 5 hours.

- Employees must be completely relieved of all duties, and allowed to pursue personal activities, for meal periods to be unpaid.
- If work makes uninterrupted meal periods impractical, eating an on-duty meal must be permitted, and the time must be paid.
- To the extent practical, meal periods must be at least 1 hour after starting and 1 hour before ending shifts.

Rest Periods: 10 minutes, paid, every 4 hours.

Work Hours	Up to 2	>2, up to 6	>6, up to 10	>10, up to 14	>14, up to 18	>18, up to 22	>22
# Rest Periods	0	1	2	3	4	5	6

- Rest periods need not be all-site but must not include work and should be in the middle of the 4 hours to the extent practical.
- Two 5-minute rest periods, instead of one 10-minute, are permitted if employees and employers agree voluntarily and without coercion, and if 5 minutes is enough to go back and forth to a bathroom or other place where a genuine break would be taken. Additional flexibility with 5-minute periods applies to agriculture, Medicaid home care, and collectively bargained work.
- Employers that do not authorize and permit rest periods must pay extra for the work time that would have been rest periods.

Deductions, Credits, & Charges from Wages: Subject to limits in C.R.S. 8-4-105 and below.

- Tip credits of up to \$3.02 per hour (lowering minimum wages to \$9.30) are allowed for those regularly, customarily receiving over \$30 per month in tips. If hourly pay plus tips is below the full minimum wage, the employer must pay the difference.
- Meal credits are allowed for the cost or value (without employer profit) of a voluntarily accepted meal.
- Lodging deductions are allowed only if housing is voluntarily accepted by the employee, primarily for the employee's (not employer's) benefit, recorded in writing, and limited to \$25 or \$100 per week (depending on the housing type).
- Uniforms (that are ordinary clothes, without special material or design, need not be provided; other uniforms must be provided at no cost). Employers must pay for any special cleaning equipment, and cannot require deposits or deduct for ordinary wear and tear.

Exemptions from the COMPS Order: All listed in Rule 2; key exemptions listed below.

- Executives/supervisors, decision-making administrative employees, and professionals (Rule 2.2.1-3) paid the exempt salary:
- | 2021 | 2022 | 2023 | 2024 | Each Year After 2024 |
|----------|----------|----------|----------|---|
| \$40,500 | \$45,000 | \$50,000 | \$55,000 | Prior year's salary, inflation-adjusted |
- 20% owners, or at a nonprofit the highest-paid/highest-ranked employee, if actively engaged in management (2.2.5).
 - Highly technical computer-related employees (defined in 2.2.10), if paid at least \$27.63 per hour.
 - Various in-residence workers, including property managers, range workers, and camp/outdoor education field staff (2.2.7).
 - Various, but not all, types of salespersons (2.2.4, 2.4.1, 2.4.2) and taxi drivers (2.2.6).
 - Certain medical transportation and hospital/nursing home employees have modified overtime rules (2.4.4, 2.4.5).
 - Downhill ski/snowboard employees, including on-mountain food but not lodging, are exempt from 40-hour overtime (2.4.3).
 - Agriculture (2.3) and some transportation (2.4.6) jobs are exempt from overtime and meal periods, and have more flexible rest periods (agriculture) or no transportation rest periods.

Complaint & Anti-Retaliation Rights.

- The Division of Labor Standards and Statistics (contact info at the bottom of this Poster) accepts complaints and tips on the law. Alternatively, employees may file lawsuits in court. Individuals with operational control over the entity for purposes of reprisal, harassment, or obstruction, as to ceilings. Division accepts complaints or anonymous tips, investigate and rule on complaints without making, reporting, or Wages Protection Rule 4.8 and other applicable law.

Exemptions from the COMPS Order: All listed in Rule 2; key exemptions listed below.

- Executives/supervisors, decision-making administrative employees, and professionals (Rule 2.2.1-3) paid the exempt salary:

Salary through 6/20	7/20-12/20	2021	2022	2023	2024	Each Year After 2024
Equal to at least minimum wage for all hours	\$35,568	\$40,500	\$45,000	\$50,000	\$55,000	Prior year's salary, inflation-adjusted

- 20% owners, or at a nonprofit the highest-paid/highest-ranked employee, if actively engaged in management (2.2.5).
- Highly technical computer-related employees (defined in 2.2.10), if paid at least \$27.63 per hour.
- Various in-residence workers, including property managers, range workers, and camp/outdoor education field staff (2.2.7).
- Various, but not all, types of salespersons (2.2.4, 2.4.1, 2.4.2) and transportation workers (2.2.6).
- Certain medical transportation and hospital/nursing home employees have modified overtime rules (2.4.4, 2.4.5).
- Downhill ski/snowboard employees, including on-mountain food but not lodging, are exempt from 40-hour overtime (2.4.3).
- Agriculture jobs are exempt from overtime and meal periods, and have more flexibility as to rest periods (2.3).

\$85



SALARIES

EXECUTIVE

Executive Director, CEO, President

Provides overall management, planning and leadership of the organization. Reports directly to the board of directors.

OVERALL	25th %ile	50th %ile	75th %ile	Avg.
Executive Director, CEO, President	\$84,500	\$112,892	\$147,270	\$126,377

BY REGION	25th %ile	50th %ile	75th %ile	Avg.
Denver Metro	\$96,113	\$120,000	\$150,000	\$132,245
El Paso	\$82,311	\$110,766	\$140,326	\$113,344
Larimer & Weld	\$78,530	\$104,516	\$132,245	\$104,516
Resort Town	\$73,599	\$74,720	\$81,000	\$74,720
Rural Communities	\$58,958	\$76,396	\$72,763	\$72,763

BY FOCUS OF SERVICE

- Animal related
- Arts/Culture
- Civic Improvement/Philanthropy
- Education
- Environmental
- Health/Mental Health
- Human Services
- Legal/Advocacy/Civil Rights
- Other
- Youth Development

BY ORGANIZATION BUDGET

- Less than \$250,000
- \$250k-499k
- \$500k-999k
- \$1M-2.49M
- \$2.5M-4.99M
- \$5M-9.99M
- \$10M+

SALARIES

Program Director

Manages one or more mission-related programs and program staff. Oversees all program related tasks and strategies. Evaluates the performance of programs and services. Develops and manages program budget. Supervises program staff.

OVERALL	25th %ile	50th %ile	75th %ile	Avg.
Program Director	\$66,238	\$80,000	\$94,392	\$82,472

BY REGION	25th %ile	50th %ile	75th %ile	Avg.
Denver Metro	\$66,238	\$74,230	\$93,026	\$84,148
El Paso	\$94,392	\$94,392	\$94,392	\$91,248
Larimer & Weld	\$54,250	\$66,788	\$72,644	\$65,721
Resort Town	\$57,563	\$60,799	\$70,625	\$63,511
Rural Communities	\$56,580	\$61,429	\$73,788	\$64,006

BY FOCUS OF SERVICE	25th %ile	50th %ile	75th %ile	Avg.
Arts/Culture				\$96,813
Civic Improvement/Philanthropy				\$86,400
Education	\$57,575	\$70,000	\$70,000	\$67,398

SALARIES

FUNDRAISING & DEVELOPMENT

Development Director

Works with management to develop and implement fundraising activities within any or all of the following areas: annual giving, grantwriting, major gifts and fundraising events. May manage (directly or indirectly) staff members of the development department.

OVERALL	25th %ile	50th %ile	75th %ile	Avg.
Development Director	\$66,500	\$76,320	\$85,056	\$76,567

PROGRAMS, GENERAL

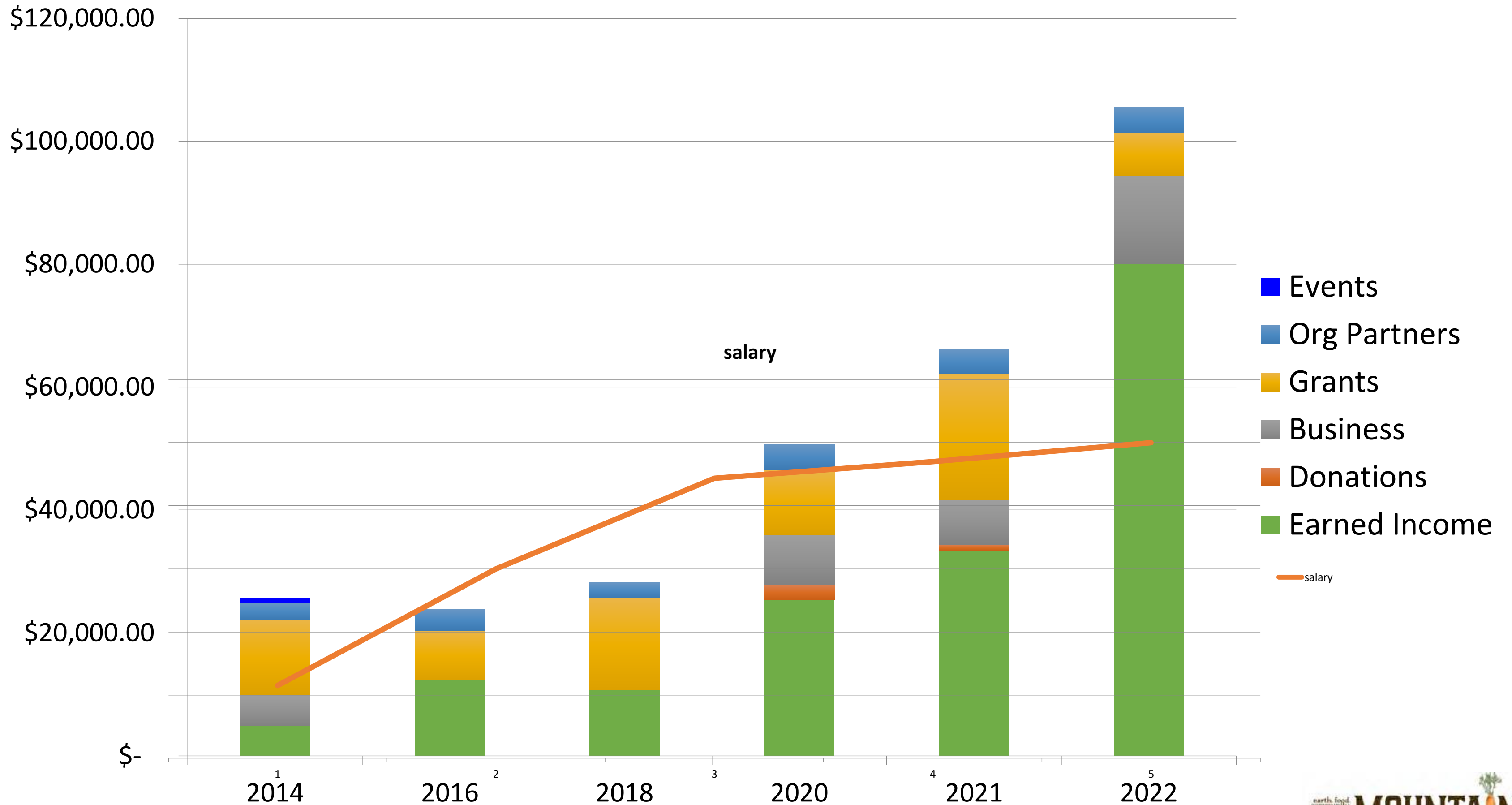
Avg.	\$78,530
	\$80,351
	\$58,958
	\$76,396
	\$72,763
Avg.	\$73,617
	\$104,516
	\$73,599
	\$74,720
	\$81,000
	\$70,900
	\$74,499
	\$79,629
Avg.	\$61,966
	\$64,936
	\$78,429
	\$89,418

- ✓ Insurance
- ✓ Retirement
- ✓ Leave time
- ✓ Bonus/incen
tive
- ✓ Annual
increases

Case Study: Farm to School Program Personnel

	2012 \$7,660	2016 \$26,720 \$10,000	2018 \$39,000 \$10,600	2020 \$54,000 \$10,600	2022 \$76,366 \$17,500
Leader	10 hrs wk x 44 wks \$14	16-18 hrs/ wk x \$15/hr	“Contracted program manager” \$15,000	Employee, 0.75FTE At \$32,000 rate \$28,000	Program Director \$45,000 salary \$4,500 payroll exp \$2,250 benefits
Support Staff 1	Plot Manager 1 \$750 stipend	CBCS Garden + Env Ed, Seasonal \$7,462	CBCS Garden + Env Ed, Seasonal \$9,500	½ as AC \$1,040 ½ as employee \$8,040	2 FT AmeriCorps \$20,000
Support Staff 2	Plot Manager 2 \$750 stipend	GCS garden + Env Ed, Seasonal \$5,502	GCS garden + Env Ed, Seasonal \$9,500	2 FT AC 2 QT AC \$5,000	2 Summer AmeriCorps \$5,000
Interns		1 @ \$1,500	2 @ \$1,500 each	1 @ \$1,500	1 @ \$1,500
Kids Cook Instructor		1 @ \$14/hr (by the class) \$2,160			
Personnel Support Costs				Uniforms \$300 Gas \$250 Prof. Dev. \$350	Housing \$14,400 Uniforms \$400 Prof. Dev. \$1,000

Farm to School Program Revenue

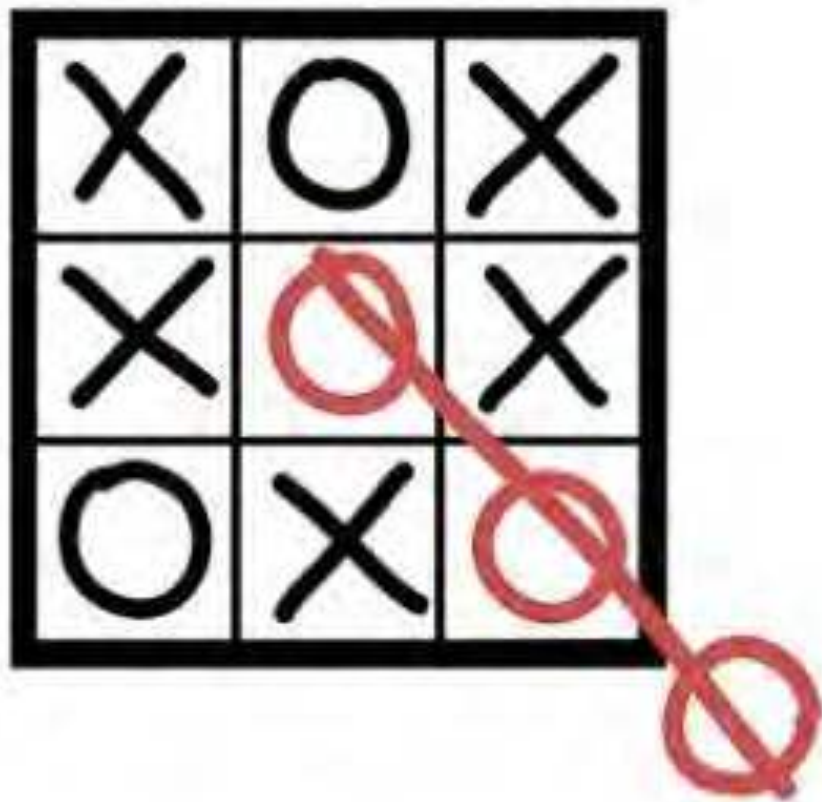




Investing in Leadership

- People not positions v. positions not people
- Start with the WHY
- “Rising Stars” ... grow with you
- Invest in Relationships – productivity increases with camaraderie
- Sequence: Elevate Key Positions First
- Mix it up – Lead w/ strengths - Aces in their places
- Add Value w/ Professional Development – formal, informal
- Expect them to add value, too, and deliver excellence
- Find out what is meaningful to them
- Go to bat for the staff, involve them in difficult either/or decisions
- Link staffing plan to strategic plan

**THINK
OUTSIDE
THE BOX**



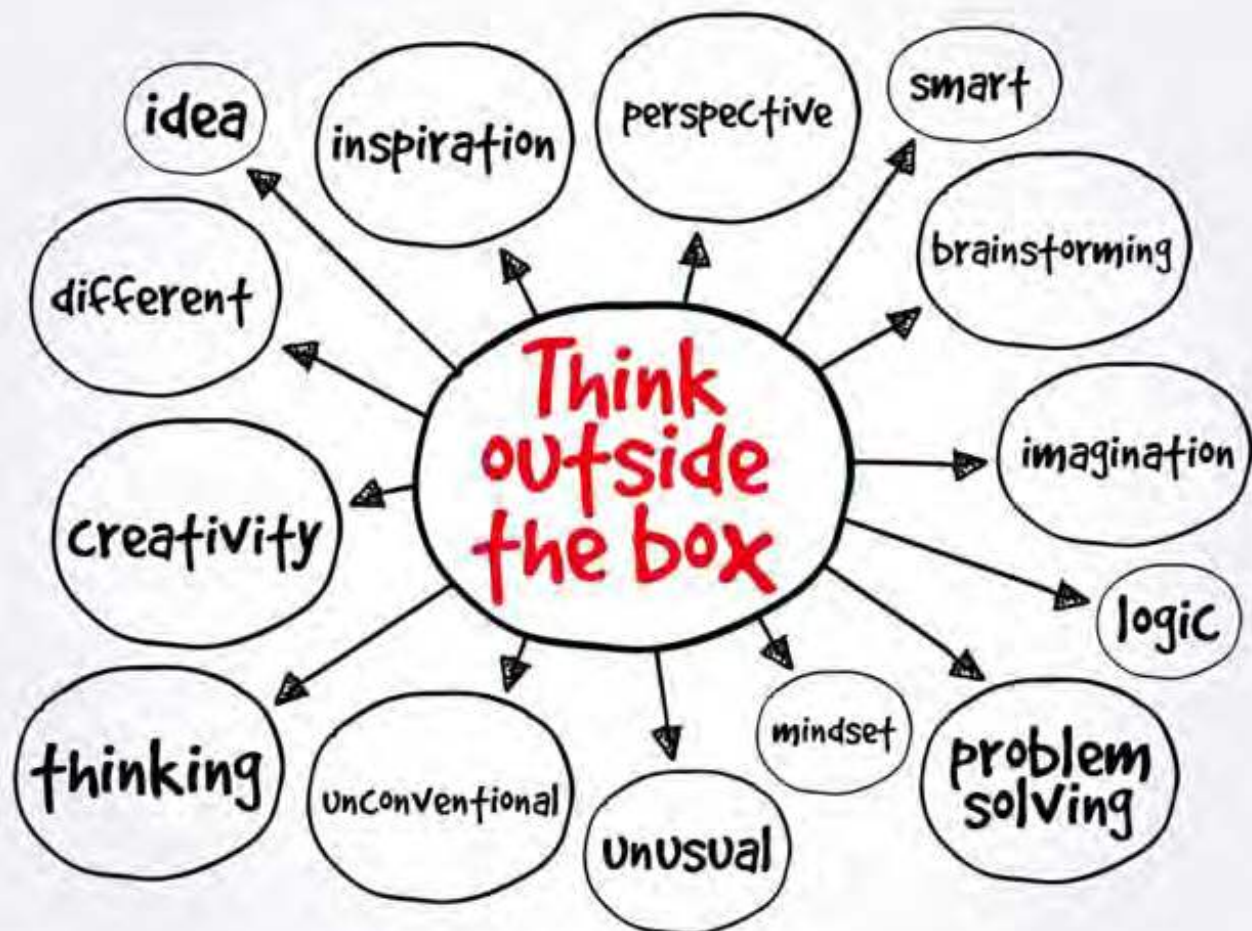
Funding Staff Positions

At first...

- Consider contracts vs. employee
- Consider AmeriCorps and Fellowships
- Consider sharing employees to provide FT work

Then...

- Expand earned income models
- Include program staff in grant budgets, well in advance of hiring or growing the position
- Put staff in charge of their budgets and grant writing
- Hire “low” with a transparent trajectory, then work toward this together (long game)
- Raise \$ the year before (or more)
- Money isn’t the only compensation. Creative benefits & perks - flex time, trust, food, yoga passes, birthday cakes. Certifications.
- Creative bonuses – gift cards, “points”
- Recover Indirect Costs in larger grants
- Build indirect costs into direct costs





Challenges, Logistics, Considerations

- Bookkeeping and bank fees
- Labor Laws, COMPS act, timesheets, sick leave rules, etc.
- Unemployment (UEI)
- Benefits: Health Insurance, HSAs, Retirement
- Training & Onboarding, organizational culture
- Managing expectations after raising the bar – annual increases, equity
- Career growth might mean outgrowing you
- More desks, more computers, more coffee, granola bars



“I find immense gratification in these... opportunities to meet people whose intentions and heart are in the right place. There is no complaining or resistance to the hard work, but a willingness to jump in and help achieve something that would otherwise be a huge lift for just a couple people. I [am] feeling accomplished, inspired, and happy to be a part of the Gunnison Valley community.

- Kara Williard,
MEM Graduate Fellow
Glacier Farm Manager

Results

- Happy people doing meaningful work
- Work life balance / lower stress
- Feel valued
- Increased camaraderie, peer support, morale, motivation
- Increased engagement, investment

- = more productive
- = higher quality service
- = seek positive challenges
- = growth mindset
- = creative problem solving
- = loyalty
- = attract more talent



“I enjoyed doing something different every day and getting to help kids relate to and experience nature.”

- Eliza Foli,
Farm to School Summer Educator