

Council Member and Board of Directors Handbook

2019





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Council Member and Board of Directors 2019 Handbook

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About the Montgomery County Food Council

Mission

Bring together a diverse representation of stakeholders in a public and private partnership to improve the environmental, economic, social and nutritional health of Montgomery County, Maryland through the creation of a robust, local, sustainable food system.

Vision

Montgomery County cultivates a vibrant food system that consciously produces, distributes, and recycles food making it accessible to all citizens while promoting the health of the local food economy, its consumers, and the environment.

Definition and Purpose

The Montgomery County Food Council is an independent council formed and led by individual members, professionals, private businesses, government officials, community organizations, and educational institutions that broadly represent the food system both substantively and geographically. The purpose of the Council is to:

- Serve as a forum for food system work in Montgomery County through connecting action groups, communities, businesses, and state agencies
- Address challenges and opportunities in the local food system with a comprehensive and collaborative approach
- Engage constituents with the local food system through job opportunities, volunteer projects, and purchasing practices
- Educate Montgomery County residents and institutions to promote a greater awareness of the entire food cycle: where food comes from, where it ends up, and its social, environmental, and economic impacts

History

The idea for the Montgomery County Food Council came out of a series of passionate conversations in 2011 about the challenges and opportunities facing the local food system. The extraordinarily diverse community stakeholders discussed how to support existing farmers and food processors in meeting the expanding demand for local food, how to create more affordable and equitable means to distribute local foods, how to educate consumers about sourcing and preparing healthy food, and how to protect our local environment through responsible land management practice and the recycling of food waste. All agreed that to realize the shared vision of a sustainable Montgomery County food economy a food policy council was needed. And so, in 2012 a grant was written, an advisory board was assembled, a coordinator was hired, and the organization was created.

Montgomery County Food Council
Monitoring and Evaluation Summary
January 2019

Goal 1: Environmental Impact -- *Protect and improve the local environmental resources of Montgomery County related to agriculture and food, such as soil, water, and biodiversity.*

Objective 1: Monitor the progress and support the implementation of the The Strategic Plan to Advance Composting, Compost Use, and Food Scraps Diversion in Montgomery County.

Objective 2: Research a potential compost market study in Montgomery County, to better understand the demand and market for compost.

Objective 3: Promote on-farm composting opportunities by working on state- and county-level policies.

Objective 4: Convene and facilitate an active working group inclusive of the stakeholders relevant to the working group's goal.

Objective 5: Reduce wasted food through farm produce gleaning and food donations.

Objective 6: Educate residents about the benefits of a plant-based diet, to promote health and reduce climate impacts.

Potential Metrics for Environmental Impact:

- Number of stakeholders engaged in Strategic Plan
- Number of stakeholders engaged in Working Group
- Amount of biological materials diverted from county landfills to compost
- Improve county knowledge on environmental issues 10% from baseline

Goal 2: Food Recovery & Access -- *Increase recovery of, equitable access to and advocacy for more healthful food for Montgomery County residents.*

Objective 1: Enhance and facilitate connectivity among organizations, nonprofits, county offices, and other entities with programs that address food access issues, and support innovative and/or expanded programming to these entities.

Objective 2: Develop initiatives and new objectives to address the food access issues outlined in the mapping and needs assessment and in the Food Security Plan.

Objective 3: Update the Montgomery County Food Assistance Directory in order to facilitate increased referrals, shared resources, coordinated service hours, and greater collaboration between providers.

Objective 4: Continue to partner with the Montgomery County Department of Health and Human Services to expand and standardize food data collection. Collaborate with CountyStat to implement annual updates of food system data.

Objective 5: Continue to support and expand the operation of the Community Food Rescue system.

Objective 6: Develop partnerships to maximize participation in benefit programs by increasing education and outreach mechanisms, expanding access to benefit programs for vulnerable populations, and increasing the availability of culturally appropriate food assistance.

Objective 7: Create training and information resources for food security organizations leveraging the best practices developed by large food assistance providers.

Objective 8: Engage health care sector to strengthen "screen (for food insecurity) and intervene (by referring to food assistance)".

Objective 9: Create nutrition standards for food assistance providers and help them implement it.

Measures for monitoring and evaluation of MCFC Food Recovery & Access activities:

- Number of organizations actively engaged in FRAWG
- FRAWG Survey
- Healthy Food Availability Index (HFAI) scores
- Number of food assistance listings in Food Assistance Resource Directory

Other potential measures related to food access:

- Percent of farmers' markets accepting EBT
- Number of farmers' markets in low income zip codes
- Measurable outcomes identified through listening sessions and surveying

Goal 3: Food Economy -- *Develop and sustain an economically viable local food system in Montgomery County that supports producers, distributors, retailers, and consumers of local foods.*

Objective 1: Support small and medium sized farmers through training and land access opportunities, such as the New Farmer Project.

Objective 2: Support projects that enhance food business infrastructure in the county, including co-packing facilities and shared kitchen space.

Objective 3: Support the Small Business Navigator in the County Executive's Office in collecting feedback from local food businesses on how the County's regulatory environment can be improved.

Objective 4: Update the local Food and Beverage Guide annually, and create an online searchable directory.

Objective 5: Continue to market the "Made in MoCo" brand for local food and beverage companies. Push out copies of the Guide and MoCo Made materials to grocery retailers, farmers markets, and other county locations.

Potential Metrics for Food Economy activities:

- Number of actively engaged FEWG members.
- Number of new maker listings in local Food Guide.
- Number of "Made in MoCo" labels distributed; Number of grocery retailers displaying Made in MoCo goods on designated shelves.

Goal 4: Food Education -- *Improve the eating habits of those who live, work or play in Montgomery County through advocacy and education on healthy food choices, cooking skills, food safety, food marketing, and participating in the local, sustainable food system.*

Objective 1: Create a coalition of stakeholder groups in the food, nutrition, culinary education, food safety, gardening, and other food spheres to advocate together on behalf of a healthier and more sustainable food system in the county, Maryland and the Metro DC region, as it impacts the county.

Objective 2: Advocate for policies that lead to healthier and more sustainable food environments, changes to the MCPS curriculum, changes to MCPS food offerings, and an increase in after-school programs that promote healthy food choices, nutrition and culinary education, food safety, responsible marketing by food producers, and sustainable food systems.

Objective 3: Educate principals, PTA/PTSA leaders, community organizations, and other stakeholders about the importance of healthy food choices, edible gardens, nutrition and culinary skills, food safety, food marketing education, and local and sustainable food options.

Objective 5: Complete a comprehensive assessment of food literacy resources in the County and listening sessions with residents to identify their interests and barriers to accessing these resources.

Potential metrics for Food Education activities:

- Increase membership of the Food Education Working Group
- Number of school gardens (could use Montgomery Victory Garden's survey as baseline)
- Number of salad bars in schools
- Participants in courses in MCPS on culinary education, nutrition, food safety, and home economics (possible project for Jill Ortman-Ortiz with Open Montgomery)
- For the Assessment: Number of food literacy providers interviewed; number of listening sessions held; number of actionable items identified following food literacy assessment.

Montgomery County Food Council Activities and Achievements ~ 2018

GENERAL

Staffing: Heather Bruskin continued as Executive Director of the Montgomery County Food Council (MCFC). Massa Cressall continued as Development and Communications Manager. Amanda Neshor continued as Food Security Programs Manager. Catherine Nardi began as Digital Media Intern in January 2018 and continued as the Programs and Policy Fellow from March 2018 to December 2018, transitioning to Programs and Policy Coordinator in January 2019. Quinn Fagan began as an AmeriCorps VISTA in August 2018. All of these staff roles provide continuity and consistency of program management and administration for our otherwise all-volunteer organization.

Council Member Recruitment: We welcomed seven new members in January 2019, for a total of 25 Council Members. MCFC has seen a significant increase in Member retention, which has provided valuable continuity in Working Group and overall MCFC leadership and activities.

Working Groups: Membership and participation in our Working Groups has increased by approximately 68% over the past year. In 2018, more than 220 community members attended a working group meeting (Environmental Impact: 24; Food Economy: 54; Food Education: 44; Food Recovery and Access: 106).

Policy: MCFC continued to expand its policy efforts in 2018. We created a comprehensive food policy issue tracking document and spreadsheet for the 2018 legislative session. Our efforts were led by our Policy Committee, comprised of the Food Council Executive Director and Council Members. Food Council representatives met with key legislators to provide updates on the implementation of the Food Security Plan and to support the implementation of the Strategic Plan to Advance Composting and Compost Use in Montgomery County. Our meetings with legislators served to share the Food Council's advocacy agenda and to further develop relationships with County and State elected officials.

We submitted written testimony and conducted other advocacy efforts on numerous policy issues on the County, State and Federal level, including four letters of support that we submitted during the 2018 Maryland State legislative session. In addition, we submitted one opposition letter for Senate Bill 513/ House Bill 1273: Food Stamp Waiver Prohibition. Reviewed bills include The Maryland State Department of Education Breakfast and Lunch Programs, The Maryland Meals for Achievement (MMFA) In Class Breakfast Program, the REAL School Gardens Pilot Program, and the Summer Meals Expansion Grant Pilot Program. MCFC engaged with County Council on various pieces of County level legislation, including the Zoning Text Amendment 18-03.

Coalition Partnerships: The Executive Director and Council Members actively represent the Food Council and Montgomery County as collaborative partners with the Chesapeake Foodshed Network, Chesapeake Food Policy Leadership Institute, Maryland Food Charter Initiative, Maryland Hunger Solutions, Healthy School Food Maryland, Maryland Campaign to Keep Antibiotics Working, Sugar Free Kids Maryland, Fair Farms Maryland, Real Food for Kids - Montgomery, Montgomery Moving Forward, Food Security Collaborative, Grow Maryland, the Prince George's Food Equity Council, the DC Food Policy Council, Emergency Assistance Coalition, Healthy Montgomery, and the Metropolitan Washington Council of Governments.

Event Presentations and Participation: In 2018, MCFC:

- Engaged in 160 meetings with County and regional stakeholders, including:
 - Washington D.C., Prince George's County, Pittsburgh, San Diego, and Erie Food Councils,
 - County Executive Transition Team
 - FEMA Emergency Food and Shelter Program Board and Allocations Committee
 - Metropolitan Washington Council of Governments Local Food Distribution Workgroup Advisory Committee
 - Nonprofit Montgomery Advocacy Committee
 - Nonprofit Intersector Collaboration Leadership Team
 - Koiner Farm Advisory Board
 - 14 Candidates for County and State elected office
- Gave 22 Presentations and Speaking Engagements, including:
 - Maryland Congressional Delegation
 - DEP Sustainable Farms Press Event
 - County Council: HHS Committee Food Security Plan Update and Council Hearing oral testimony
 - Healthy Montgomery Steering Committee, Manna Food Center Advocacy Task Force, Maryland Hunger Solutions Legislative Brainstorm, Nonprofit Community Roundtable, Interfaith Hunger Forum
 - Frederick County Food Council
- Attended 29 Conferences and Special Events
- Attended 20 Professional Development Trainings and Webinars, including:
 - Financial Resource Management, Data Security, Metrics Outcomes & Responsible Evaluation
 - Food system issue webinars

MCFC staff also presented at the University of Maryland, College Park Food Justice Symposium, Food Security Plan Advisory Board Meeting, FoodStat Launch, the Anti-Hunger Opportunity Corps Conference, the Community Advocacy Institute, the Healthy Montgomery/ Transforming Communities Initiative Webinar, the Hunger Free Communities Summit, and the Community Action Agency Resource Day. Staff attended the Business Leaders Fighting Hunger Launch, Racial Equity in Food Justice- Bread for the World, Self Sufficiency Standard Launch,

Primary Care Coalition Community Roundtable, Crossroads Community Kitchen launch, Chesapeake Food Summit, Mid-Atlantic Food Recovery Summit, and the Maryland Anti-Hunger Lobby Day in DC.

Development: The Food Council continued to diversify its funding sources in FY19 through more rigorous development activities. All general operating support funding sources were renewed for FY19, and new project specific funding was secured from the Kaiser Foundation of the Mid-Atlantic States, Healthcare Initiative Foundation and Heritage Montgomery. An additional \$129,000 was received for the implementation of the Food Security Plan, including \$48,400 from the Institute for Public Health Innovation through the Trinity Health Transforming Communities Initiative and \$80,600 from the Montgomery County DHHS.

In addition to our grant funding, the Food Council received \$2,725 in donations from MCFC members, \$5,875 in individual donations, \$1,548 in registration fees and \$3,600 in sponsorship funds for the 2018 Montgomery County Food and Beverage Guide, and \$225 in promotional sales of MoCo Made items. The Montgomery County Economic Development Corporation designed the Guide as an in-kind donation (valued at \$1,026).

The Food Council was invited to support the County Council grants evaluation process for FY19. In this role, the Development Committee assembled an advisory panel of eleven Food Council past and current members and partners to review 26 grant proposals (all grants food system related, totaling \$1.19 million in requests), interview the applicants and provide evaluations and recommendations for funding to the County Council.

Communications: We continue to enhance the MCFC website, which includes streamlined content, an active blog page, a comprehensive listing with links to Food Council resources, volunteer opportunities with our partner organizations, and an extensive calendar of local food system events. We have dedicated staff support for social media outreach and community engagement, with regular posts to our Facebook, Twitter, and Instagram accounts. MCFC releases quarterly comprehensive e-newsletters to a mailing list of over 1,200 subscribers with an open rate consistently above the industry average. From December 2017 to December 2018, we gained 91 Facebook page followers (from 687 to 776 followers; an 11.7% increase) and we saw a 10.6% increase in Facebook likes (from 706 to 790 likes). We also created a “MoCo Made” facebook page in the fall of 2018. Throughout 2018, we gained 198 new Twitter followers, and our Twitter profile visits reached 324 visits, with over 250 visitors per month regularly throughout 2018. This increased engagement is a necessary step in achieving our goal of increased public attendance at MCFC events and participation in our working groups. We utilize Google Analytics to track our website engagement and activity. Between December 2017 and December 2018, the MCFC website had a total of 26,002 page views from 6,819 users, with 85.8% of this activity coming from new users, illustrating the broadening reach of the MCFC website. These results illustrate the effectiveness of our communications tactics in reaching and engaging with our intended audiences. We also now invest more time in supporting our partners

through social media and increasing MCFC's connectivity and visibility on a county, regional, and state level.

FOOD SECURITY PLAN

The Food Security Plan was released in April 2017. Following the public release of the Plan, the Food Council has progressed towards implementing the Plan's Year 1, 2 and 3

Recommendations. Year 1 successes include:

- Partnering with Primary Care Coalition on Fall 2017 launch of the Food is Medicine Project.
- Worked with CountyStat to create FoodStat, a publicly available data analysis tool that synthesizes all relevant data to identify food access barriers, priority zones, and service gaps in order to improve food access for the County
- Held group meetings and multiple planning calls with the Business Leaders Fighting Hunger coalition, to discuss potential funding opportunities related to Food Security in Montgomery County.
- Partnered with JHCLF to create the Food Assistance Resource Directory
- Worked with students at the American University School of Public Health to contribute to and oversee their capstone project, released in early spring 2018, related to increasing access to culturally appropriate foods for Montgomery County residents.
- Distributed the food assistance provider Data Standardization survey broadly.

Years 2 & 3 successes thus far include:

- The Food Council, in conjunction with DHHS, has put together a Year 2 FSP update presentation (to include an new "executive summary" handout) to be given to the County's incoming HHS Committee in early 2019.
- County grantees providing direct food assistance are now required to fill out the service data collection spreadsheet for the initial reporting period of January 1st 2019-June 30th, 2019. Data collected will be provided to FoodStat to increase the accuracy of the data on unmet need.
- The 2018 FARD has been released in both English and Spanish, and an online searchable FARD database has been created.
- DHHS, and the Food Council, with help from Family Services Inc. in Gaithersburg, the TESS Center, CAA and CHEER, have completed four listening sessions with care providers of children under 5 to learn about their barriers to food access and their ability to provide enough nutritious food for their preschool aged children. These listening sessions have been conducted in English, Spanish and Amharic, and yielded a wealth of information that will be released in a report in January 2019 that will be used to draft recommendations to help alleviate the struggles that this population faces.
- The Food Council, DHHS, Manna, CAA and Maryland Hunger Solutions have together

created a Senior SNAP and Hunger Outreach Program. Two training/orientations were held in early November 2018, and the successful roster of volunteers have been working in pairs and visiting senior low income housing buildings and senior congregate meals sites in order to provide information and resources to seniors struggling with food insecurity and access to basic needs programs, and sign eligible and interested seniors up for SNAP, along with providing continuing case management services.

- Creating a low income Community Advisory Board to work on the implementation of the County's Food Security Plan. Three meetings of the CAB are being planned for 2019 - one in January, one in April, and one in July, and while the focus will be determined with more clarity once the roster of volunteers has been selected, we hope that the recommendations related to food retail establishments will be a focus of the group.
- Faith Community Hunger Forum in November 2018 included remarks by the County Executive, an overview presentation on hunger in Montgomery County, and highlights of local faith community initiatives to promote food security.
- Amanda Neshier is working on the development of a comprehensive "Referral and Case Management Toolkit", which can be tailored to specific outreach populations. This will consist of the FARD (in hard copy or online format), lists of resources that already exist in the County to complement food insecurity needs, new, simplified factsheets and talking points that effectively convey information about benefits programs and concerning issues like public charge, a flow chart to help volunteers make sure that they ask clients the correct questions, along with a handbook and a script for volunteers that addresses different scenarios they may find themselves in with clients.
- Amanda Neshier, Jenna Umbriac (Manna), Mark Hodge (DHHS) and Thomas Tippet (CountyStat) conducted a Webinar on Food Security Plan Best Practices and FoodStat for the TCI Healthy Montgomery national webinar series at the beginning of October.

ENVIRONMENTAL IMPACT

Policy: The Environmental Impact Working Group (EIWG) was actively involved in crafting Bill 28-16, the Strategic Plan to Advance Composting and Food Waste Diversion, and in leading a support campaign. The County Council unanimously passed Bill 28-16 in November 2016. In 2017, EIWG supported DEP in developing the Composting Strategic Plan by providing contact introductions and suggested interview questions, facilitating three planning engagements with DEP, providing a list of 100+ partners to invite to the Plan's kick-off meeting, attending the kick-off meeting and the Working Group convening meeting, providing recommendations and guidance throughout the planning process, and by participating on each of the Plan's six working groups. The Strategic Plan was released in April 2018. Throughout 2018, the EIWG worked to share the Strategic Plan with key stakeholders in the County, and worked with County Councilmembers to advise the implementation of the plan.

Other Initiatives: The EIWG hosted a visit to the Prince Georges County Organics Compost Facility in September 2018, hosted an at-home composting workshop in October 2018, and

conducted research regarding the feasibility of creating a food-waste composting facility in Montgomery County.

Advocacy: The EIWG engages regularly with the Solid Waste Advisory Committee, attending monthly meetings and providing guidance and policy updates on food waste composting issues. EIWG also works closely with County Council, DEP, and the Zero Waste Task Force in identifying opportunities to increase food waste composting capacity in our County, which will play a critical role in achieving our 2020 recycling goal.

Highlights Prior to 2018: *Zoning Re-write:* MCFC submitted formal recommendations to the County Council addressing zoning regulations that are barriers to food sustainability. *Hosted public meeting:* “On-Farm Composting in Montgomery County: Opportunities, Resources and Challenges.” *Capstone report:* EIWG partnered with a JD/MPH student to create a capstone report, “Composting Food Waste: How to Expand Recycling in Montgomery County.”

FOOD ECONOMY

Montgomery County Food and Beverage Guide and MoCo Made Logo: The third edition of the Montgomery County Food and Beverage Guide was released in November 2018. This edition includes 64 producers, including fruits, vegetables, dairy, meat and other products from Montgomery County farms, in addition to packaged goods, beverages and desserts and confections created by Montgomery County food artisans. Continuing to promote the MoCo Made brand - which was created in partnership with the Montgomery County Economic Development Corporation to celebrate and increase the visibility of our county’s vibrant local food and beverage community - was a major focus of the FEWG in 2018. In July 2018, we hosted MoCo Made Days at the Olney Farmers and Artists Market and at Butler’s Orchard. MoCo Made materials were also distributed at FRESHFARM Silver Spring in December 2018. These events provided the opportunity for Montgomery County food and beverage artisans who are included in the Guide to be promoted to the community. The third edition Guide was launched at the Montgomery Market Holiday Pop-Up in November 2018 and 3,500 copies are currently being distributed broadly throughout the County.

Convening Stakeholder Meetings: In September 2018, the Food Economy Working Group hosted a meeting of local food and beverage producers to learn what challenges they face within the local food system and how we can better promote the MoCo Made brand. We held a meeting specifically for craft beverage businesses in November 2018, and another specifically for farmers in December 2018. Our farmer meeting was held in partnership with the Office of Agriculture and One Acre Farm, and we discussed ways to better support and promote collaborative efforts among the Montgomery County farming community.

Highlights Prior to 2018: *Meet the Locals:* In 2017, the Food Council and Dawson’s Market hosted a “Meet the Locals” events to launch the 2017-2018 Food and Beverage Guide and the MoCo Made logo, and to highlight 15 producers featured in the Guide. *Food Hub Study:* In

2016, MCFC collaborated with the Department of Economic Development and the County Innovation Program to conduct research on the fiscal impact of a food hub in Montgomery County. The completed Food Hub Study was released in October 2016 and details suggested next steps for increasing small and medium-sized County farmer's connectivity to regional markets and overall profitability.

FOOD EDUCATION

Resource Development : *Food Literacy Assessment:* The Food Education Working Group (FEWGW) is completing a comprehensive assessment of all food literacy resources (such as current cooking and nutrition classes) in Montgomery County. The Assessment identifies service gaps and necessary infrastructure, training, and other resources in order to attract investment and support to enhance existing and create new food education programs. FEWGW and Food Council staff are currently finalizing the Food Literacy Assessment, and look forward to releasing this resource in early 2019.

Advocacy and Community Engagement: The FEWGW hosted a visit to Red Wiggler Community Farm in October 2018 to introduce members to the mission of Red Wiggler and to discuss opportunities to expand food education in Montgomery County. The FEWGW will continue to support staff in a Communications Campaign to highlight MCPS schools that offer exemplary food literacy programming to students, including nutrition education or cooking classes, school gardens and agricultural education.

Highlights Prior to 2018: *School Wellness Regulations:* In 2017, the FEWGW reviewed the MCPS Wellness Regulation, generated recommendations that the group would like to make to the regulation, and summarized these recommendations into a policy letter to MCPS. *Gardens Brochure:* The group, with the support of the Food Council intern, created a print brochure to educate school community leaders on the benefits of and resources available for having a school garden. This brochure can be customized for other facilities, such as apartment buildings or retirement communities. Created and published a *School and Youth Gardens in Montgomery County* map, enabling the Council to bring public awareness and press attention to the number of school gardens and the potential to expand them. Developed a School Garden Champion workshop program to train interested parents and Master Gardeners to become the coordinators responsible for their own school gardens.

FOOD RECOVERY AND ACCESS

Resource Development: A Spanish version of the FARD was released in early fall 2018, and an updated version was released in English and Spanish in late 2018. In addition to this print resource, the Council created a searchable database and an interactive map for the use of all who access, give referrals to, or provide these services.

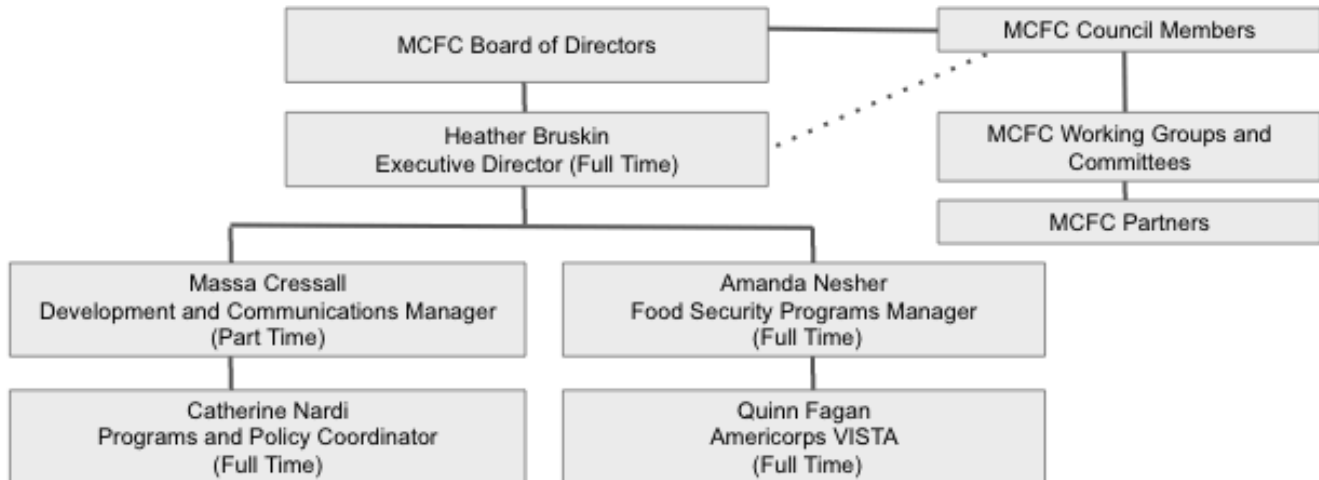
Screen and Intervene: The Health Care and Food Access FRAWG Subgroup developed a screen & intervene training, which will be given to care transition teams at hospitals, as well as in other settings in which screen & intervene is appropriate, such as School Based Health Centers, Community Centers, Job Training Programs and other County emergency needs programs. This screen & intervene training will be given at the quarterly meeting of SBHC care providers in January 2019.

Creation of new subgroups: FRAWG created new subgroups in 2018, including:

- Health Care and Food Access – This group focuses on identifying and encouraging County-wide adoption of common screening, case management & common referral database (i.e Food Assistance Resource Directory, infoMontgomery, and other resources).
- Nutrition Standards – This subgroup’s main goal will be to implement the Food Security Plan’s Health in All Policies Recommendation, which involves the creation of a recognized nutrition standard for food assistance orgs to follow and to identify an appropriate and common metric for evaluating the nutrient value of food distributed.
- Culturally Appropriate Food Access - This subgroup will be focused on the Food Security Plan’s Recommendation to Increase Access to Culturally Appropriate Food by providing education on culturally diverse and faith-based diets to food assistance providers and possibly developing resources to educate donors on the importance of culturally appropriate and nutritious foods.

Highlights Prior to 2018: FRAWG established a set of standardized data for food assistance providers to collect. The Group began this effort by gathering information from providers on their current collection and reporting processes. This data has been grouped into 10 major categories comprising 60 data points. In 2017, FRAWG assisted in the creation of the first Food Assistance Resource Directory, a comprehensive listing of all food assistance programs in the County.

**Montgomery County Food Council (MCFC)
Organizational Chart as of January 2019**





2019 Montgomery County Food Council Members

Eleni Antzoulatos, Food Education Working Group

Supervisor, Community Health and Wellness Operations for Suburban Hospital

Working for Suburban Hospital's Community Health and Wellness Department for more than a decade, Eleni oversees many of the hospital's health promotion and wellness initiatives aimed at improving community well-being. Eleni manages the healthy lifestyle program known as WellWorks, which offers nutrition, safety and fitness classes to people living in Montgomery County. She also coordinates Worksite Wellness initiatives, which help local businesses incorporate healthy lifestyle practices in the workplace. Eleni is also responsible for producing Suburban Hospital's annual Community Benefit Report, which provides specific insight on the health improvement initiatives that service the community. Eleni holds a Bachelor of Arts in Biology from McDaniel College and a Masters of Public Health from the George Washington University. In her free time, she enjoys cooking healthy meals for her family and has long been passionate about quality, environmentally sustainable food.

Bruce Baker, Food Recovery and Access Working Group

Executive Director, Community Health and Empowerment through Education and Research (CHEER)

Bruce is co-founder and Executive Director of Community Health and Empowerment through Education and Research (CHEER), a community based nonprofit serving Takoma Park and the Long Branch area of Silver Spring. Bruce brings an entrepreneurial and collaborative spirit to fulfilling far reaching community goals, such as promoting health equity, housing diversity and availability, providing all young people with the opportunities for success, and building stronger connections between community members. He has been involved in initiating a variety of partnerships and social ventures, such as the Long Branch Health Enterprise Zone, the Takoma Park Youth Collaborative, the Takoma Foundation, and the Long Branch Healthy Food Access Program. Bruce holds a Master of Public Policy degree from Duke University and has extensive experience in public finance, housing, and community development. He is a former evaluator and policy analyst for the U.S. Government Accountability Office where he advised the U.S. Congress on fiscal and economic policy issues. Bruce has lived in Takoma Park for 25 years. He frequents Sligo Creek Park as a runner and hiker, and appreciates wilderness and historical sites in his travels.

Wendy Nevett Bazil, Co-Chair, Food Education Working Group

Culinary Instructor, Healthier Kitchen

A lawyer turned cooking instructor, Wendy is on a mission to make healthier and delicious home cooking easy and accessible for all: developing recipes, writing a blog and teaching youth and adults healthier home cooking skills in a variety of venues under the name "Healthier Kitchen". She believes that by

cooking for ourselves, we regain control over what goes into our food, so that we can eat ourselves into better health. It's also a perfect way to remain an integral part of our food system, shopping locally and seasonally, supporting our farmers, avoiding waste and eating wonderfully. Wendy is passionate about food, travel and family, and is happiest when she can combine all three.

Michelle Caruso, Food Education Working Group

Program Manager, Institute for Public Health Innovation

Michelle is passionate about creating a world where the healthy choice is the easiest choice. She currently serves as IPHI's lead for Healthy Montgomery, a multi-sectoral, collaborative partnership that seeks to achieve optimal health for all Montgomery County residents. Part of this work is focused on implementing policy, system, and environmental changes to prevent childhood obesity and tobacco use through the Healthy Montgomery Transforming Communities Initiative, funded nationally by Trinity Health. Prior to joining IPHI, Michelle led chronic disease prevention initiatives for the City of Houston Health Department. In Houston, she implemented a Healthy Vending policy for city-owned properties, secured USDA funding to implement SNAP access at all Farmer's Markets, and served on the Executive Committee of the Houston Food Policy Workgroup. In her spare time, Michelle likes to explore the great outdoors, spend time with family, and cook tasty food.

Jeff Clark, Secretary, Board of Directors; Environmental Impact Working Group

Conserve Program Director, National Restaurant Association

Jeff manages the National Restaurant Association's sustainability projects and education efforts. He acts as an environmental liaison to the restaurant industry, helping businesses minimize their waste footprint and save money. He regularly speaks to audiences about environmental issues, including food waste in the restaurant industry, and works closely with the Food Waste Reduction Alliance. Jeff is originally from Southern California but now lives in Bethesda, MD with his wife and young daughter. They have a large summer garden near Sykesville, MD, where they grow potatoes, squash, bush beans, and other produce. Jeff received his Bachelor of Science from the University of California, Santa Cruz and holds a Master of Public Policy from Duke University. He is a part-time surfer, a full-time foodie, and an amateur photographer.

Jim Dempsey, Food Recovery and Access Working Group; Policy Committee

Economist

Jim is an economist with over 35 years of experience in developing countries where he has worked for the US Agency for International Development and non-profit humanitarian organizations. He returned to the US four years ago and moved into Montgomery County. For over two decades, he focused his work on expanding food security, strengthening agricultural value chains and promoting microfinance. Although Jim sees much distance and difference between his overseas work and Food Council efforts in Montgomery County, what he finds common is the partnerships and cooperation among local communities, organizations and the government. Success rests on these partnerships. The open, participatory approach, based in evidence and learning found in the Montgomery County Food Security Plan and the work of the Food Council motivated him to join the Council in 2017.

Susan Eisendrath, Co-Chair, Environmental Impact Working Group

Montgomery County Sierra Club Executive Committee, EIWG Co-Chair, Master Gardener

Susan has a Masters in Public Health with an emphasis on Behavioral Sciences. She has

directed national and international medical education projects and she has developed and implemented a variety of local environmental programs. She is the Co-Chair of the Food Council Environmental Impact Working Group (EIWG), which worked with stakeholders and the County to create legislation requiring the County Department of Environmental Protection to establish a Strategic Plan for Food Waste Composting and Compost Use. For the past year, the EIWG contributed research and reviewed drafts of the Strategic Plan and this year the EIWG will focus on Plan implementation and the promotion of food waste reduction. Susan is a Master Gardener and Master Composter providing trainings on composting and compost use. Along with her husband, she tends to a 3,000 square foot Farmette, growing organic vegetables, fruits, and native plants. As a County Sierra Club Executive Committee member, she has worked on the development of the County Climate Protection Plan, Energy Efficiency Programs, adoption of the International Green Construction Code, and tree planting programs. Susan manages real estate and is part of a cooperative group that protects 81 acres surrounded by the Shenandoah Park. She loves hiking, photography, vegan cooking, and caring for her family, friends and the natural world.

Drew Faulkner, Food Economy Working Group

Culinary Professional

A respected chef, culinary educator, and journalist, Drew began her career with Madeleine Kamman learning classic French and Italian technique. She went on to work in a number of well known innovative restaurants in Boston and San Francisco areas emerging as an executive chef at restaurants in both the US and Canada. Today her energy is focused on writing and teaching. She has taught extensively at both professional and recreational schools, including the Culinary Institute of America and the L'Academie de Cuisine. She currently teaches through Montgomery Co Department of Recreation. Drew's culinary writing has been published in both regional and international publications, her most recent writing has been published in Farming Magazine and on her blog, CookingWithDrew.com. Drew also served as president of the Washington chapter of Les Dames d'Escoffier, an international association of woman culinary professionals, for four years and now serves on their international board of directors.

Sharon Feuer Gruber, Chair, Board of Directors

Co-Founder, Food Works Group

Sharon Feuer Gruber is a certified Nutrition Educator and Consultant. After graduating with with a Bachelors of Science in Journalism, she worked for such organizations as the National Head Start Association and the Leukemia and Lymphoma Society. She did Nutrition Education and Consulting for years until, in 2013, she co-founded the Wide Net Project and Food Works Group. Food Works Group is a thriving consulting practice that focuses on issues related to the intersection of food, nutrition, community, and the environment. In this role, she has been advising on the development, integration, and operation of various projects related to the food system, including for-profit and non-profit clients. More than a decade in consulting also has included: formulating innovative solutions for community food security, developing the concept and strategy for a healthy dining certification program, business planning for shared-use commercial kitchens, bringing sustainable food products to market, spearheading and evaluating nutrition education programs, and launching multiple urban agriculture initiative. She has been featured many times in the Washington Post and other print and digital media outlets, as well as on NPR. In joining the Food Council, Sharon is excited about the potential to more deeply serve the county and region by helping the Council make a lasting impact.

Ben Fulgencio-Turner, Food Recovery and Access Working Group

Director of Coverage & Connections, Primary Care Coalition of Montgomery County

Ben Fulgencio-Turner is the Director of Coverage & Connections at the Primary Care Coalition of Montgomery County (PCC), a nonprofit organization committed to improving health and strengthening the systems that serve low-income and under-resourced communities. At PCC, Ben develops and manages partnerships between health care providers, local government, and community organizations. These projects aim not only to link low-income residents to health coverage and services, but to address non-clinical determinants of health, such as food insecurity. He holds a Masters in Public Policy from Georgetown University and has over ten years of experience working in health care access and community engagement.

Mike Houston, Food Economy Working Group

General Manager, Takoma Park Silver Spring Co-Op

Mike grew up in Arlington, VA and is a graduate of the University of Missouri's School of Agriculture. He began working in natural foods in Brooklyn, NY at Perelandra Natural Foods, an independently owned market opened in 1976. Brooklyn's natural food scene provided a wealth of opportunities to meet local and independent vendors and learn about the industry. In August 2012 Mike moved back to the DC area and became the Assistant Store Manager and later Store Manager for the newly opened Dawson's Market in Rockville. Dawson's was honored for commitment to environmental leadership and cited for inclusive hiring practices. Mike became General Manager of Takoma Park Silver Spring Food Co-op in August 2018. Mike is a graduate of Leadership Montgomery and serves on the board for the Takoma Business Association.

Susan Kornacki, Co-Chair, Environmental Impact Working Group

Susan is a graduate student at the Center for a Livable Future at Johns Hopkins University, where she is studying public health policy with a focus on food systems and their impact on the environment. Previously she managed outreach programs at Montgomery County Department of Environmental Protection, leading county-wide education initiatives including public events and festivals, information campaigns and digital communication. Prior to Montgomery County, Susan worked on watershed protection efforts in Buffalo, New York, and managed education programs focused on community composting and urban forestry in New York City. Susan is a Senior Fellow with the Environmental Leadership Program, and a proud AmeriCorps alum.

David Robert (Dave) Lambert, Food Education Working Group; Food Recovery and Access Working Group

Certified Food Safety Instructor and Certified Nonprofit Accounting Professional (CNAP)

After 35 years in the computer industry working for IBM and later as a defense contractor, Mr. Lambert turned his efforts to religious and non-profit worlds by earning an Equipping Lay Ministry Certificate from Wesley Theological Seminary and studying at the Lutheran Theological Seminary at Gettysburg. Although now retired, he currently serves on several nonprofit Boards of Directors and volunteers at Christ Lutheran Church in Bethesda; for over 5 years, was the project coordinator for the Culinary Arts Initiative of the church's non-profit, Graceful Growing Together. He has always had an interest in cooking and as a Certified Instructor, Dave teaches the ServSafe® course; as a Registered Proctor, he administers the professional exam for this nationwide food safety course. Mr. Lambert is a Certified

Nonprofit Accounting Professional (CNAP), an Executive Member of the National Afterschool Association and a member of One World Everybody Eats (OWEE) community cafe association. In addition, Dave is a member of two Montgomery County Food Council working groups: Food Education and Food Recovery & Access.

Karina Lora, Food Education Working Group

Visiting Assistant Professor, Department of Exercise and Nutrition Science, George Washington University

Dr. Lora is faculty in the Department of Exercise and Nutrition Science at the George Washington University (GWU). She holds a PhD in Nutrition and is a Registered Dietitian Nutritionist. Dr. Lora has been faculty at the University of Oklahoma and at the University of Connecticut Health Center. Dr. Lora led the Securing Food Resources for Families Initiative of the Food Supplement Nutrition Education Program (SNAP-ED) at the University of Maryland Extension before joining GWU. Dr. Lora's research focuses broadly on childhood obesity prevention in minority populations from an ecological perspective. She conducts community-based/public health nutrition research, and has an interest on food insecurity issues, food policy, and nutrition education and behavior. Dr. Lora lives in Rockville, MD and in her spare time she enjoys running, reading and baking.

Jerry Martin, Food Economy Working Group

Senior Director, Global Health Security, DAI

Jerry Martin is a One Health specialist, focusing on the interaction of animal, human and environmental health. He currently leads work on addressing global health security risks including antimicrobial resistance, zoonotic diseases and the economic drivers of emerging pandemic threats. He has recruited and supervised staff with diverse technical expertise including medical doctors, veterinarians, epidemiologists, food safety and nutrition specialists. For over 20 years Jerry directed a series of worldwide projects on rural and agricultural income generation with a focus on improving value chains for small and medium scale farmers and food processors. On the local level, Jerry is a dedicated supporter of Share Our Strength, a national and local organization devoted to ending childhood hunger in the United States. A former Peace Corps Volunteer in Zaire (Democratic Republic of the Congo) in the 1970s, Jerry is looking forward to applying his volunteer and professional experience to the Montgomery County Food Council.

Bob McKay, Food Economy Working Group

Restaurant Operations/Hospitality Management

Following a childhood in New Jersey (as a reminder, The Garden State!) and an education at University of Denver, Bob's professional background began with 15+ years in the restaurant industry. Experience included large chains, regional chains, and finally ownership in a restaurant in the Woodmont Triangle of Bethesda in 1999. Following the birth of his daughter he began a second career with hospitality technology companies, helping restaurants reach their guests with tools like email marketing, loyalty programs, online reservations and several others. Bob is a 20 year Montgomery County resident currently working on projects with several organizations. Current affiliations include Crossroads Community Food Network and their Takoma Park / Silver Spring Community Kitchen, Good Food Market / Oasis Community Food Network, and Food and Friends. He is a former member of the Board of Directors of DC Central Kitchen.

Mark Mills, Food Economy & Environmental Impact Working Groups

Owner, Chocolates and Tomatoes Farm

Chef and farmer Mark Mills has extensive experience in many aspects of the food world. He founded and operated his own full service catering company and was responsible for all financial and operational aspects. Later, he became the head chef and manager of the West 94th Street Pub in Durham, NC. He then took a job as the Kitchen Manager and Corporate Trainer with Ted's Montana Grill in Arlington, VA where he soon became the owner. In this role, Mark was responsible for all areas of the restaurant; from front and back of the house to external marketing. In 2012, Mark decided to go back to school. He got his Pastry degree from L'Academie de Cuisine in 2013 and worked for nearly a year as a pastry chef at the Blue Duck Tavern in the Park Hyatt Hotel in Washington, DC. Soon Mark decided to start a different path, and he opened up a farm in Poolesville, MD. The founding of Chocolates and Tomatoes Farm was the start to Mark realizing a long-time dream. The farm allows him to "share his passion for unique foods and flavors by growing them sustainably, creatively crafting edible yumminess, and selling locally."

Aizat Oladapo, Food Recovery and Access Working Group

Program Manager, Community Action Agency

Aizat works with the Montgomery County Community Action Agency that provides direct services and administers partnerships that reduce poverty and promote low-income families' self-sufficiency. She has been with the agency for over ten years and monitors nonprofits that serve the County's vulnerable population. Aizat has a master's in Psychology from University of Lagos and has worked in the nonprofit industry most of her working life, in the USA, in the United Kingdom and Nigeria. She coordinated the running of the food pantry, as a program Director at LINK of Hampton Roads VA and worked with the Bosnia Refugee population at the National Children's Home (NCH) Family Center in London-UK. Aizat is an active member of the Islamic Center of Maryland, Social Services committee and the Muslim Community Center that provide resources to those in

Tanya Spandhla, Food Economy Working Group

Owner/Farmer, Passion to Seed Gardening

Tanya Spandhla-Doka was born and raised in Harare, Zimbabwe. Growing up, her parents instilled in her the importance of growing your own produce. It is from this upbringing that she was inspired to develop a passion for farming. Passion to Seed Gardening (PTSG) came about in 2015 as a link to connecting people from various backgrounds in Montgomery County and beyond through unique, healthy and sustainably grown produce. Tanya is passionate about composting, sustainable farming, recycling non-toxic biodegradable material to reduce wastage, and incorporating the compost back into the soil to enhance soil fertility. Apart from farming, Tanya works full-time for an IT company in Rockville. She is also an active member of her church.

Thomas Tippet, Food Recovery and Access Working Group

Performance Management and Data Analyst, Montgomery County Office of the County Executive

Thomas is a Government Data Scientist that works in the Montgomery County Office of Performance Management and Data Analytics. He is passionate about using data and evidence to drive social impact and the highest quality public services. Over the past two years, Thomas has enjoyed working with Food Council stakeholders to support the food access and recovery effort across Montgomery County. Thomas is very grateful for this opportunity to help further devise and implement innovative solutions within the County's food system.

Susan Topping, Food Recovery and Access Working Group

Senior Director of Partners and Programs, Capital Area Food Bank

Susan's career has focused on local food access and sustainable agriculture over the last 15 years. She has worked on vegetable and dairy farms, ran farmer's markets and led programmatic teams that created opportunities between sustainable agriculture and affordable food access. Today, she works in partnership with 444 nonprofit organizations across Montgomery & Prince Georges County, Washington, DC and Northern Virginia to decrease food insecurity through a variety of food access interventions, wellness programs and partnerships. Her responsibilities include: strategic planning, fundraising, compliance oversight, Federal Nutrition Programs and public policy. Susan started her career working with American college students living in Cochin, India. She worked with students to build their intercultural competencies including: communication, host family acclimation, and student travel. Over the years Susan has worked for a number of organizations focused on food security and conservation including Community Harvest, Second Harvest Food Bank and American Oceans Campaign. Susan loves the outdoors and takes any chance she gets to go camping and hiking with her family.

Jenna Umbriac, Co-Chair, Food Recovery and Access Working Group

Director of Programs and Policy, Manna Food Center

Jenna Umbriac is a registered dietitian who believes that access to nourishing food is a basic human right. She currently serves as Director of Programs and Policies at Manna Food Center in Gaithersburg, MD. At Manna, Jenna directs the weekend food assistance program, Smart Sacks, nutrition education programming, and designs policies to ensure Manna is providing a safe and healthful food supplement. She also works to provide regionally produced and nutritious food to Manna's participants through donor education and partnerships with local farms and farm markets. Prior to her position at Manna, Jenna taught life science to middle schoolers as a Vintention Service Corps volunteer before earning an M.S. in nutrition from Bastyr University and completing her dietetic internship at Virginia Tech. Jenna also holds a B.S. in biology from Loyola University, Maryland.

Ryan Walter, Environmental Impact Working Group

Co-founder, The Compost Crew

Ryan co-founded The Compost Crew in 2011 and is their CEO. He has driven The Compost Crew from a fledgling startup to a successful small business serving thousands of customers with ever-accelerating growth. Through this success, Ryan ensures that The Company Crew stays true to their founding mission: to educate, engage, and empower our team, partners, and communities to reduce to zero waste and nurture our soils by creating sustainable, holistic products and solutions of the highest quality with integrity. Before The Compost Crew, Ryan served as a Project Manager and Security Design Engineer. Ryan graduated Cum Laude with degrees in Physics and Engineering Science and a Minor in Engineering Management from Vanderbilt University.

Morgan Wiggan, Food Recovery and Access Working Group

Farmers Market Program Manager, Crossroads Community Food Network

Morgan, originally from Maine, has been dedicated to building a more equitable society since her early days of community service in high school. Through her work in many community health programs directly serving the diverse communities of the DMV area, she has gained experience implementing programs and centering the voices of those most impacted. Currently, she is the Program Manager for the

Crossroads Farmers Market located in Langley Park. In this role, she oversees the farmers market and federal nutrition incentive program that seeks to expand access to healthy, culturally appropriate foods. She loves her work at Crossroads because the systematic approach of the organization also bolsters the local food system, empowers youth through healthy food education, supports local food business owners, and fosters a welcoming space for people of all walks of life. She holds a bachelor's degree in Anthropology from The George Washington University and is a current MPH Health Equity student at the University of Maryland.

Bart Yablonsky, Co-Chair, Food Economy Working Group

Director of Operations, Dawson's Market

Bart is from Baltimore and began his love of great food as a teen by taking trips to DC with his father to sample the latest and greatest new restaurants. He attended college in New Orleans and continued to develop his interest there. Bart has worked in natural food store leadership in both metro DC and Atlanta. As a small business owner his interests expanded to wellness and green business design owning all-natural Day Spas in Maryland, Virginia and Washington, DC. Bart joins Dawson's with many years of experience in food and passion for the environment and a healthy lifestyle. He was introduced to his wife of 12 years by one of his natural food customers in Bethesda. They live in Gaithersburg and they have a young son who has not yet developed a passion for anything but grilled cheese (organic cheese of course).

Food Council Staff

Heather Bruskin, Executive Director

As Executive Director, Heather oversees the day-to-day function of the Food Council, supporting the Council Members, Working Groups and Internal Committees in their efforts as well as connecting with local food system stakeholders. Heather spent the first decade of her career in higher education administration and student services, including roles as the Director of the Freshman/Alumni Summer Internship Program at MIT, a financial aid counselor at Georgetown University and the University of Virginia School of Medicine, and a Premed and Prelaw Advisor at the University of Virginia. Prior to her work with the Food Council, Heather also served as President of a number of local volunteer-driven community based organizations in Montgomery County. Heather holds a B.A. from Tufts University and an M. Ed. from the University of Virginia. Heather serves on the FEMA Emergency Food and Shelter Program Board, CKC Farming Advisory Board, and the Nonprofit Montgomery Advocacy Committee, and she is an active volunteer in her community, serving as a Girl Scout Troop Leader, Coach for Girls on the Run, Vice Chair of her local elementary school Education Foundation Board, MCCPTA Delegate, and active PTA parent.

Massa Cressall, Development and Communications Manager

Massa manages all aspects of the Food Council's grant and communications activities. Massa brings ten years of communications experience to the Food Council and has held positions in both the private and non-profit sectors. She began her career as a strategy consultant with Cap Gemini Ernst & Young and then worked for several years in investor communications and strategic planning with Endurance Specialty Holdings. In addition to her communications experience, Massa has worked with the Washington DC-based non-profits DC Greens and FoodPrints as a food systems and nutrition educator. Massa holds a Bachelor of Arts in International Relations from Tufts University, a Master of International Affairs from Columbia University, and a Master of Science in Nutrition Education from American University.

Amanda Nesher, Food Security Programs Manager

Amanda manages and coordinates the implementation of the Food Council's Food Security Plan initiatives, which aim to build a Montgomery County in which all people have access to safe, sufficient, and nutritious food, with dignity. Amanda brings considerable experience in both the public and private sectors. Most recently, she worked as the Legislative Associate for anti-hunger nonprofit MAZON: A Jewish Response to Hunger, where she advocated to protect and strengthen the federal nutrition safety net, with particular emphasis on the food security needs for veterans and military families. She previously worked as a corporate attorney at the offices of Cleary, Gottlieb, Steen & Hamilton LLP before relocating to Israel, where she worked as a Legal and Strategic Advisor for the Office of the Prime Minister. Amanda has an LL.M. from Columbia Law School in New York and a B.A. in Law from Cambridge University in England.

Catherine Nardi, Programs and Policy Coordinator

Catherine oversees our digital media platforms and works with our policy committee to track legislation and engage with state and local legislators. She provides support to our Food Economy Working Group and Environmental Impact Working Group, and manages Food Council events and initiatives related to the MoCo Made brand, which serves to increase the visibility of and economic opportunities for the County's vibrant local food and beverage producer community. Catherine has experience in the non-profit sector and with the federal government. She previously worked at the Montgomery County Collaboration Council and at the Office of Congressman John Delaney. Catherine has a B.A. in Government and Politics from the University of Maryland.

Quinn Fagan, Americorps VISTA

Quinn assists with carrying out the initiatives presented in the Food Council's Food Security Plan, which aims to reduce the food insecurity rate in Montgomery County. She focuses on increasing the capacity of food recovery, access, and related educational programs, and works to connect food insecure residents with county based food organizations. Prior to serving as an AmeriCorps VISTA with the Montgomery County Food Council, Quinn served as an AmeriCorps member with the American Red Cross based in New York City, assisting with the coordination of their Youth and Young Adult programs. She also has experience working with other non-profits, such as A Free Bird, Habitat for Humanity and the Jumpstart program. Quinn received a B.A. in English from Columbia University.

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+ Food Council Member
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| Ben Fulgencio-Turner | ben_turner@primarycarecoalition.org | 202-489-5304 | Food Recovery and Access | 2019 |
| Mike Houston | gm@tpss.coop | 571-277-8857 | Food Economy | 2019 |
| Susan Kornacki | susan.kornacki@gmail.com | 716-359-1114 | Co-Chair, Environmental Impact | 2018 |
| Dave Lambert | webmaster@davidrobertlambert.com | 301--873-4481 | Food Education; Food Recovery and Access | 2018 |
| Karina Lora | klora@email.gwu.edu | 402-770-4580 | Food Education | 2019 |
| Jerry Martin | martin_jerry@outlook.com | 301-366-9360 | Food Economy | 2018 |
| Bob McKay | mckay20852@gmail.com | 240-423-8800 | Food Economy | 2018 |
| Mark Mills | m.mark.mills@gmail.com | 571-271-2686 | Food Economy, Environmental Impact | 2016 |
| Aizat Oladapo | Aizat.Oladapo@montgomerycountymd.gov | 757-813-0154 | Food Recovery and Access | 2018 |
| Tanya Spandhla | ts208745@gmail.com | 301-980- 7214 | Food Economy | 2018 |
| Thomas Tippett | tom.tippett@montgomerycountymd.go | 717-357-7338 | Food Recovery and | 2019 |

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| | v | | Access | |
| Susan Topping | stopping@capitalareafoodbank.org | 202-445-9098 | Food Recovery and Access | 2019 |
| Jenna Umbriac | jenna@mannafood.org | 570-578-2482 | Co-Chair, Food Recovery and Access | 2018 |
| Ryan Walter | ryan@thecompostcrew.com | 301-801-7713 | Environmental Impact | 2017 |
| Morgan Wiggan | mwiggan@crossroadscommunityfoodnetwork.org | 207-415-4950 | Food Recovery and Access | 2019 |
| Bart Yablonsky | bartyablonsky@aol.com | 301-869-4471 | Co-Chair, Food Economy | 2016 |
| | | | | |
| | | | | |
| Co-Chairs | | | | |
| Wendy Mackie | wmackie@burness.com | 240-464-6717 | Food Recovery and Access | |
| | | | | |
| Staff | | | | |
| Heather Bruskin | hbruskin@mocofoodcouncil.org | 806-395-5593 | Executive Director | |
| Massa Cressall | mcressall@mocofoodcouncil.org | 301-906-5802 | Development & Communications Manager | |
| Amanda Neshier | anesher@mocofoodcouncil.org | 240-489-1656 | Food Security Programs Manager | |
| Catherine Nardi | cnardi@mocofoodcouncil.org | 240-994-7948 | Programs and Policy Coordinator | |
| Quinn Fagan | quinn.fagan@montgomerycountymd.gov | 845-608-9806 | AmeriCorps VISTA | |

Council Member Guidelines

The Food Council is led by up to 25 Members selected using the following criteria:

- Committed to improving the Montgomery County food system.
- Live, work, or have a strong interest/investment in Montgomery County.
- Expertise in one or more local food-related issues such as agriculture, food security and access, nutrition, food business and industrial practices, food education and research, land use and urban food production and distribution.
- Represent:
 - A food system sector: production, processing, distribution, consumption, waste management, OR
 - A community stakeholder partner: business, local governance, community organizations, health or educational organizations, rural and regional organizations.
- Capacity to bring specific food system or community relationships and resources to the effort, as well as potential to represent diverse sectors of the local food system and/or the community at large.

Food Council Member Responsibilities

- Develop collaborative solutions to community problems and be open to diverse ideas and opinions.
- Actively participate in at least one working group (Food Economy, Food Education, Food Recovery and Access, or Environmental Impact) or committee (Development, Monitoring & Evaluation, Policy or Board of Directors) of the Food Council.
- Attend the annual full-day Food Council Retreat in February.
- Commit to a two-year term requiring attendance at 75% of all Food Council Meetings, including public meetings, bi-monthly Internal Council meetings, and monthly or bi-monthly Working Group meetings.
- Respond promptly to correspondence and support requests from Food Council Staff and fellow Council Members.

Terms

Each Food Council Member serves a two-year term, with the potential for a second term of either one or two years. If the second term is one-year, the member can opt for a second one-year term, for a total of four years.

Removal and Leave of Absence

A Food Council Member is in jeopardy of losing their seat on the Food Council if:

1. He or she is absent for more than half of the internal meetings.
2. He or she violates conflict of interest protocols.
3. He or she is grossly negligent of fiduciary responsibilities.
4. He or she fails to co-facilitate or actively participate in a Working Group or internal committee for longer than six months.

The Food Council Executive Director will keep attendance records and notify the Board of Directors of potential problems.

Board Member Responsibilities

The Board of Directors of the Montgomery County Food Council is responsible for the overall affairs of the Council subject to the general direction of the Council Members. The Board's focus is on the mission, values, objectives, achievement of goals, and efficient use of resources. It works closely with the Executive Director who is responsible for day-to-day operations of the Council.

The Board of Directors is composed of up to nine Members, including the Chair, Vice-Chair, Treasurer, and Secretary, all of whom shall be voting members. A minimum of two members of the Board of Directors must also be Food Council Members. Each Board of Directors Member serves a two-year term, with the potential for a second consecutive two-year term subject to renomination and confirming vote by the Food Council. The Board of Directors meets as needed to conduct the business of the Council, on a quarterly basis at a minimum. The Board of Directors shall report to the full Council any actions it takes at the next scheduled internal meeting of the Council.

Responsibilities and Governance Tasks of the Board of Directors

- Safeguard the Council's mission and ensure the stability of the organization
- Develop and recommend the Council's direction and objectives by developing strategic priorities and long-term plans for Council approval
- Develop and annual budgets and operating plans for presentation to the Council Members for approval
- Monitor performance of the organization and staff in relation to achievement of its mission, goals, objectives, and budget
- Ensure prudent management of the Council's resources, and regularly review the Council's services and programs for relevance to the organization's goals and mission and for effectiveness
- Select and support an Executive Director to whom responsibility for administration of the Council is delegated
- Regularly review and evaluate the performance of the Executive Director on the basis of job description and established performance standards and goals
- Provide advice and act to support the Executive Director in accomplishing the Council's mission and goals and make objective judgments about the validity of management reports on the finances and operations of the organization

Duties and Responsibilities of Board Members

Directors are expected to assist in the fulfillment of the Board Governance Tasks listed above. In addition, they have these important duties and responsibilities.

1. Duty of obedience.

Be informed about the organization's mission, values, bylaws, code of conduct, and policies, and strive to ensure that the Council follows applicable laws and procedures in furtherance of its corporate mission

2. Duty of loyalty

Act with honesty and good faith in what the director reasonably believes to be in the best interest of the Council and not use the position to further a personal agenda. Avoid participating in any decision in which the director has a real or perceived conflict of interest in accordance with the Council's Conflict of Interest Policy.

3. Duty of Care

Exercise the degree of care, diligence, and skill that a reasonable person would show in the same position and be personally and actively involved in Board discussions and decisions.

Directors are expected to exercise the above duties and responsibilities with integrity, collegiality, and care. This includes specifically:

- Making attendance at board meetings a high priority and agreeing not to miss more than one meeting a year
- Being prepared to discuss the issues and business on the agenda and reading all background material relevant to the agenda
- Actively participating in a working group and/or internal committee
- Cooperating with and respecting the opinions of fellow Board members and supporting actions of the Board even if the member did not personally support the decision
- Placing interests of the Council above personal interests
- Representing the Council in a positive and supportive manner at all times and places
- Showing respect and courteous behavior at all Board and Council meetings
- Observing established lines of communication and cooperating with the Executive Director, but not intruding on the Executive Director's administrative responsibilities
- Complying with all Council Policies, including the Antitrust Policy, the Conflict of Interest Policy, the Ethics Policy, and Code of Conduct
- Championing the Council by advocating and promoting it to the community and by assisting in the recruitment of Council Members, volunteers, and financial supporters

In addition, to demonstrate commitment and support of the mission and work of the Council, each year Board Members are expected to make a tax-deductible charitable donation, of a meaningful amount, to the Montgomery County Food Council.

Executive Committee:

An Executive Committee shall be comprised of the Board Officers (Chair, Vice Chair, Secretary, and Treasurer), one additional member of the Board of Directors, and the Executive Director as an Ex-Officio non-voting member. A minimum of one of the members of the Executive Committee shall be a Food Council Member. The Executive Committee shall have and may exercise, at all times when the Board of Directors is not in session, all the powers of the Board of Directors in the management of the business and affairs of the organization. The Executive Committee shall not have the power or authority to enter into an agreement of merger or consolidation; to sell, lease, or exchange all or substantially all of the organization's property and assets; to terminate any employment contracts; or to amend the Bylaws of the Association. All actions by the Executive Committee shall be reported to the

Board of Directors at the next meeting of the Board succeeding such action.

Officers: The Board of Directors shall have the following Officers, who shall be elected by Council Members, by majority vote of all Council Members.

- **Board Chair.** The Chair shall be the principal officer of the corporation. The duties of the Chair include those customary to the position of chairperson, such as presiding over meetings of the full Council, the Board of Directors and the public; and performing such other duties as are necessarily incident to the office of chairperson or as may be prescribed by the Board.
- **Vice-Chair.** The Vice-Chair shall perform the duties of the Chair in the event of the Chair's temporary absence, and shall have other duties as the Chair or the Board of Directors may assign.
- **Treasurer.** The Treasurer shall keep an account of all monies received and expended for the use of the organization and shall make disbursements authorized by the Board of Directors. The Treasurer shall deposit all sums in the designated bank or trust company, approved by the Board of Directors and shall make a report at the annual meeting or when called upon by the Chair. The funds, books, and vouchers in the Treasurer's hands shall at all times be subject to verification and inspection by the Board of Directors or its designee, or at the direction of a majority of the Members of the full Council.
- **Secretary.** The Secretary shall ensure that notice required by these Bylaws is given and shall ensure a record is maintained of all proceedings of the Board of Directors and the Council Members. The Secretary may perform any other duties incident to the office of Secretary or assigned by the Chair.
- **Executive Director.** An Executive Director shall be directly responsible to the Board of Directors. The Executive Director is responsible for the day-to-day management of MCFC and implementation of the plans and policies authorized by the Board of Directors. The Executive Director provides leadership in developing programs, strategic planning, and financial and budget oversight in collaboration with the Board of Directors. The Executive Director serves as an Ex-Officio member of the Board of Directors, Nominating Committee, and Policy Committee without vote. The Executive Director shall be appointed by the Board of Directors which shall establish his or her terms and conditions of employment.

Removal and Leave of Absence

- A Director may be removed from their position by a two-thirds vote of Council Members if the Director violates a Council policy or if they engage in any conduct or activity that may reasonably be viewed as detrimental to the MCFC or its mission.
- An individual may be removed as an Officer by two-thirds vote of the Council Members for the reasons specified for removal of a Director in Article 6 Section C of these bylaws. An individual may resign from his or her position as an Officer by notice to all other

members of the Board of Directors. Resignation or removal of an Officer shall automatically remove that individual from the Board of Directors.

Communication Guidelines

Email Lists: Council Members and Working Group members are encouraged to use the Food Council's email lists to disseminate information that is relevant to the email lists below. However, the email lists may not be used to promote an individual's interests, to fundraise or share information about fundraising, or to share information that does not support the Food Council's mission. If in doubt about the appropriateness of the content of an email, please consult with the Executive Director prior to posting information to a Food Council email list.

- Food Council members: mcfc-members@googlegroups.com
- Working Groups:
 - Environmental Impact: mcfc-environmental-impact@googlegroups.com
 - Food Access & Recovery: mcfc-food-access-and-recovery@googlegroups.com
 - Food Economy: mcfc-food-economy@googlegroups.com
 - Food Education: mcfc-food-education@googlegroups.com
- Internal Committees
 - Board of Directors: mcfc-board@googlegroups.com
 - Policy Committee: mcfc-policy-committee@googlegroups.com
- The Executive Director will disseminate information to the public (updates, newsletters, press releases, etc.) for MCFC business from the email address: hbruskin@mocofoodcouncil.org or info@mocofoodcouncil.org

Event Calendar: Council Members are encouraged to post Food Council-related and other relevant local or regional meetings and events for the public on the Food Council Event Calendar by emailing the Programs and Policy Coordinator with the event information. Food Council staff will review each event submission and reserves the right to not post any submissions that do not adhere to our communications policies. Examples of posts that are not permissible include those that:

- Promote an individual's interests
- Are fundraising related
- Include information that does not support the Food Council's mission
- Potentially jeopardize our nonprofit status

Media Contact

- The Food Council Chair and Executive Director will serve as official points of contact for media requests unless delegated to do so.
- If you are contacted by any person asking for an official statement or Food Council policy, coordinate the request with the Executive Director and Board of Directors before responding.
- Notify the working group pertaining to the press inquiry via email or a shared Google Doc to stimulate discussion threads in an easy-to-read format.

Website and Social Media Sites

- Website: <http://mocofoodcouncil.org>
- Twitter: <http://twitter.com/MoCoFoodCouncil>
- Facebook: <http://www.facebook.com/mocofoodcouncil>
- Instagram: [@mocofoodcouncil](https://www.instagram.com/mocofoodcouncil)

Volunteer Tracking and Member Site

Council Members will use the [Food Council Member Volunteer Tracking Form](#) to track their volunteer hours on a monthly basis. Each Council Member will be sent instructions on how to establish a subscriber account on our website that will allow Council Members to access a password protected page that includes a link to this tracking form. The password protected site includes other helpful Food Council resources, as well. Please contact the Policy and Programs Coordinator if you have any questions about setting up a password, accessing the webpage, or completing the tracking form.

Food Council Meetings

Internal Meetings

- The full council will meet internally on a bi-monthly basis.
- Meetings will take place in Rockville from 7:00-9:00 pm unless otherwise noted.
- The meeting agenda will be set by the Board of Directors and Council Executive Director.
- Internal Meetings in 2019 (*tentative*):
3/6, 5/1, 7/3 , 9/4, 11/6

Annual Retreat

- Friday, February 8th from 8:30am-4pm in Rockville
- Attendance for all Council Members is mandatory.

Public Meetings

- Public meetings are held on an as-needed basis. All Council Members are encouraged to attend as many public meetings as possible.

Food Council Working Groups and Internal Committees

WORKING GROUPS

The Working Groups are subcommittees within the Food Council that are focused on addressing specific issues. The groups will establish projects, policies, and partnerships and will conduct research, inform and recommend policy change, and develop initiatives that help them meet their specific goals. It is only with the volunteer efforts of these working groups that the Food Council is able to pursue its goals. Anyone is invited to join the Working Groups, which meet more frequently and independently than the whole Food Council. Working Groups are facilitated by at least one member of the Food Council.

Environmental Impact

Co-Chairs: Susan Eisendrath and Susan Kornacki

Food Recovery & Access

Co-Chair: Jenna Umbriac

Food Economy

Co-Chairs: Bob McKay and Bart Yablonsky

Food Education

Co-Chair: Wendy Nevelt Bazil

INTERNAL COMMITTEES

Nominating Committee: Candidates for the Board of Directors and the Food Council shall be nominated by a Nominating Committee. The Nominating Committee shall consist of the current Board Chair, the Immediate Past Board Chair, two Food Council Members, and one additional Member of the Board of Directors selected by the Board Chair. The Executive Director shall serve as an Ex-Officio non-voting member.

2018 Nominating Committee Members: Sharon Feuer Gruber, Jerry Martin, Wendy Nevelt Bazil, Aizat Oladapo, Shelley Rudick

Policy Committee: Our policy initiatives are led by our Policy Committee, which considers issues and facilitates the decision-making and establishment of policy positions on behalf of the Food Council. This standing committee is entrusted to make decisions that will represent the mission and vision of the Montgomery County Food Council (MCFC) on public policy issues that influence the Montgomery County food system. These Guidelines are intended to capture the values and practices we already have in place, as well as provide clarity and consistency for the long-term success of the Food Council.

2018 Policy Committee Members: Jim Dempsey, Susan Eisendrath, Sharon Feuer Gruber, Wendy Nevelt Bazil, Jenna Umbriac

Working Group Co-Chair Responsibilities

Meeting Coordination

- Co-chairs, in collaboration with Working Group members, will establish a meeting schedule for at least six months in advance. Working groups should meet monthly, though they may convene more or less frequently as needed.
- The Co-chairs will work with staff to secure a location for their meeting, and if requested will provide the option to conference call in to a meeting. Location options include:
 - Bethesda Green
 - Dennis Ave. Health Center, Silver Spring
 - Rockville Presbyterian Church
 - Mid-County Regional Services Center, Wheaton
- Meeting date, time and location information should be provided to the Programs and Policy Coordinator for posting on the Food Council website.
- A meeting reminder, along with the agenda and previous month's meeting minutes, should be sent to the Google Group at least three days in advance of each meeting.

Agendas and Minutes

- Co-chairs will develop the agenda for each Working Group meeting and distribute it to the Google Group in advance of the meeting.
- Co-chairs should coordinate the recording of meeting minutes. After the meeting, minutes should be circulated to the Google Group for review and a final version should be shared with the Council Executive Director for archives and posting. Attendance records for each meeting should be maintained.

Working Group Goal Setting

- Each year Co-chairs will work together and with their group members and staff liaison to set clear and specific annual deliverables that are guided by the goals, objectives, and mission of the Food Council.
- Co-Chairs will work with a staff member to ensure Working Group initiatives are moving forward, and incorporate monitoring and evaluation strategies to track progress
- Progress toward these goals should be reported to the Executive Director on a monthly basis.

Communications

- **Listserv Management:** Each working group will have a Google Group owned by the Executive Director and managed by the Co-chairs for each working group. All communications for working groups should utilize these listservs in order to maintain a record of our work.
- Working Group Co-chairs will provide content for Food Council newsletters, Internal Meeting agendas, social media posts and blog posts as requested by the Council staff.

Food Council Staff

FOOD COUNCIL EXECUTIVE DIRECTOR: Heather Bruskin

- Exhibit commitment to the organization, its values, and mission
- Lead development and implementation of all aspects of the structure, function, and strategic planning of the organization, in collaboration with the Board of Directors
- Ensure the organization adopts a clear, compelling vision for what will be accomplished and how, and adapt the vision as needed to meet changing circumstances, in partnership with the Board of Directors
- Maintain a deep understanding of trends and challenges in the local food system
- Exercise creativity in positioning the organization to address said challenges as defined by the Board of Directors
- Execute programs and projects that address the challenges
 - Spur creation of well thought-through plans for implementation
 - Evaluate outcomes against plans (for programs, projects, and the overall organization)
- Exhibit administrative competencies, including budgeting, fundraising, and staff supervision
 - Direct fundraising through the identification and pursuit of funding and grant opportunities, including stewardship of current and potential funder relations
 - Develop the annual operating budget for the Food Council in conjunction with the Board of Directors
 - Manage and maintain financial records
 - Ensure the Food Council has the staffing it needs to reach its short- and longer-term goals, as funding allows.
 - Approach the ED role as an opportunity for continuous growth and improvement, serving as a model for staff
 - Supervise the work of the Development and Communications Manager, Food Security Programs Manager, other staff, and interns. Build commitment of staff to the vision for the organization
 - Manage staff and consultant recruitment and selection processes
- Identify and engage stakeholders and other opportunities to help further the work of the Food Council, thereby developing partnerships and strategic alliances, and building the Board
 - Manage Council Member and Board Member recruitment and selection processes
 - Represent the Food Council at community events and conferences, and within local / regional nonprofit and broader food system initiatives
 - Serve as a resource for working groups and their co-chairs to ensure their effective functioning and achievement of goal.
 - Facilitate communication and collaboration among Food Council members and Board members
 - Coordinate the annual New Member Orientation and Planning Retreat, bi-monthly internal Council meetings, quarterly Board meetings, and other critical opportunities that might arise
 - Actively engage in quarterly Board meetings, including leading the coordination and collaborating with the Board on developing the agenda
- Report to the Board of Directors

DEVELOPMENT AND COMMUNICATIONS MANAGER: Massa Cressall

- Provide strategic guidance and administrative support to the Food Education Working Group, including annual initiative planning and goal setting, agenda planning, meeting location reservations and scheduling, minutes taking, and volunteer engagement.
- Manage the Food Council's development work, including researching and writing grant applications, writing grant reports, managing individual fundraising campaigns, and exploring other funding opportunities.
- Manage the Food Council's role in County grants reviews, including the County Council Grants review process and the County mini-grant review process. These projects involve reviewing the grant applications, recruiting Food Council Members as reviewers/evaluators, and providing reviewer feedback to the County.
- Manage the Food Council's monitoring and evaluation work, which has included the creation of logic models, surveys, and Working Group planning documents.
- Manage the Food Council's communications function, which includes overseeing website and social media content, creating marketing materials, drafting press releases, and developing and maintaining media contact relationships.
- Supervise the work of the Programs and Policy Coordinator
- Manage and coordinate the work of the Food Council's Food Economy Interns

FOOD SECURITY PROGRAMS MANAGER: Amanda Nesher

- Work with DHHS and partner organizations to implement the recommendations contained in the County's Five Year Food Security Strategic Plan, and provider annual updates to the HHS Committee.
- Collaborate with partners to provide support and resources to food assistance organizations to help increase capacity and standardize best practices.
- Develop outreach and training materials and conduct extensive outreach to increase engagement in food security efforts with a wide variety of community partners.
- Provide administrative support to the Food Recovery and Access Working Group, including agenda planning, meeting location reservations and scheduling, minutes taking, and volunteer engagement.
- Oversee and provide administrative support to FRAWG subgroups on the Food Security Plan's "Health in all Policies" recommendation - Nutrition Standardization and Health Care and Food Access, including "screen & intervene" initiatives in healthcare settings.
- Facilitate increased connectivity among food assistance providers and between providers and recipients so that resources are efficiently and systematically coordinated and shared.
- Coordinate stakeholder input in the collection of service data of County food assistance providers to calculate an accurate picture of unmet need in the County.
- Collaborate with the County Statistician's Office and Department of Health and Human Services (DHHS) on the maintenance of FoodStat, and advocate for the use of FoodStat in all County government agency programming.
- Manage and coordinate the Food Council's AmeriCorps VISTA and the VISTA Workplan, including the creation and maintenance of a Food Security Plan Community Advisory Board.
- Manage and coordinate the Food Council's Senior Hunger and SNAP Outreach program, including the recruitment of volunteers, planning of trainings and creation of materials, volunteer scheduling and attendance at outreach sessions.
- Manage the annual Food Assistance Resource Directory update process.
- Creation of a comprehensive food and basic needs assistance referral toolkit.

- Attend and present at community meetings, conferences, webinars and other gatherings on Food Insecurity in Montgomery County, the Food Security Plan, Food Security Plan best practices and knowledge sharing activities, and Food Council initiatives relating to the reduction of food insecurity in the County.
- Attend and provide input on Food Council Policy Committee activities relating to food insecurity, including advocacy opportunities, legislative testimony and letters of support or opposition.
- Enhance information-sharing networks to increase awareness of available Federal, State, and County food assistance benefits.

PROGRAMS AND POLICY COORDINATOR: Catherine Nardi

- Work with Development and Communications Manager to maintain and regularly update Food Council Website and Social Media accounts, to generate relevant and appropriate content for social media posts, write quarterly newsletter, take photographs at Food Council events, develop and update a web calendar of local relevant events, maintain a blog on the Food Council website.
- Provide support to the Environmental Impact Working Group and the Food Economy Working Group, including meeting location reservations and scheduling, minutes taking, and volunteer engagement.
- Oversee the MoCo Made initiative, collaborate with Food Economy Working Group members to distribute MoCo Made materials to local retailers, plan and execute events to highlight MoCo Made producers
- Provide support to the Policy Committee, including scheduling meetings and calls, drafting letters of support or opposition, monitoring Policy Action Requests via the Food Council website, and tracking policy actions.
- Plan educational events for Council Members and Working Group members, identify stakeholders to invite to these events, follow up with contacts after events.
- Administrative support as needed.

Bylaws of Montgomery County Food Council, Inc.

Adopted by the Council Members (9/3/15); Amended (11/4/15); Amended (2/10/17); Amended (11/7/18)

Article 1: Organization

The name of the organization is the Montgomery County Food Council, Inc. (MCFC).

Article 2: Nonprofit Status

A. MCFC is organized and operated exclusively for charitable and educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986 (Code). The Corporation shall receive contributions and fees, and shall distribute its funds for civic, charitable, and/or educational purposes, as set forth in its Articles of Incorporation. In carrying out its corporate purposes, the Corporation shall have all the powers allowed corporations by the Maryland General Corporation Law, which applies to both stock and nonstock corporations, unless a specific provision or the context of a provision clearly provides or suggests otherwise; this is provided, however, that the Corporation shall not have or exercise any power inconsistent with or prohibited by its Articles of Incorporation.

B. As limited by Section 501(c)(3) of the Code, it is expressly not the purpose of the Corporation, and the Corporation is not empowered, to participate or intervene in (including the publication or distributing of statements) any political campaign on behalf of, or in opposition to, any candidate for public office, nor to devote more than an insubstantial part of its activities to carrying on propaganda. The Corporation may only act to influence legislation to the extent permitted by the provisions of the Code for organizations exempt from Federal income taxes pursuant to Section 501(c)(3) of the Code.

C. No part of the net earnings of the Corporation shall inure to the benefit of any private shareholder or individual, and the Corporation shall not carry on any activities denied to a corporation described in Section 501(c) of the Code.

Article 3: Purpose

A. The mission of MCFC is to bring together a diverse representation of stakeholders in a public and private partnership to improve the environmental, economic, social, and nutritional health of Montgomery County, Maryland through the creation of a robust, local, sustainable food system.

B. The purpose of MCFC is to:

- Serve as a forum for food system work in Montgomery County through connecting action groups, communities, businesses, and state agencies;
- Address challenges and opportunities in the local food system with a comprehensive and collaborative approach;
- Engage constituents with the local food system through job opportunities, volunteer projects, and purchasing practices; and

- Educate Montgomery County residents and institutions to promote a greater awareness of the entire food cycle: where food comes from, where it ends up, and its social, environmental, and economic impacts.

Article 4: No Issuance of Stock

MCFC was formed under Subtitle 2 (Nonstock Corporations) of the Maryland General Corporation Law. As a nonstock corporation, MCFC shall issue no shares of capital stock, and no person shall have any ownership interest, directly or indirectly, in MCFC.

Article 5: Council Members

A. MCFC shall be subject to the general oversight and direction of the Council Members. There shall be no fewer than 13, and no more than 25, Council Members.

B. Council Members must live, work or have a strong interest/investment in Montgomery County, Maryland. They shall provide expertise in one or more local food-related issues. They shall represent one of the five food system sectors (production, processing, distribution, consumption, waste management) and/or one of the following groups:

- Business Community
- Local Governance
- Community Organizations and Citizens
- Health and Educational Organizations
- Rural and Regional Organizations.

C Each Council Member shall serve a two-year term, with the potential for a second consecutive two-year term. After serving two consecutive terms and taking a sabbatical of at least one year, a Council Member may be considered for two additional two-year terms. Notwithstanding the foregoing, as determined by the Council the term of a particular Council Member may be less than or more than two years in an effort to stagger terms to ensure that there is some continuity of membership from year-to-year in future years.

D. Council Members shall have the right to vote on the following matters:

- Approval of MCFC public policy positions or requests to endorse another group’s policy positions. This right is exercised by serving on the policy committee unless an issue is brought for a full Council vote;
- Adoption of the overall MCFC strategic plan;
- Creation of new Working Groups, Committees, and/or Task Forces as needed;
- Election of members of the Board of Directors and Officers; and
- Any other matter that the Board of Directors determines should be submitted to the Council for approval.

E. One-half of the members in good standing entitled to vote, present in person, by electronic device or by proxy, shall be sufficient to constitute a quorum at all Council meetings for the transaction of business, except as otherwise provided by law, by the Articles of Incorporation of this Association, or by these Bylaws.

F. Where a quorum is present at any meeting, the vote of a majority of the members present in person, electronically, or by proxy shall decide any question brought before such meeting, unless the question is one as to which, by express provision of law, the Articles of Incorporation or these Bylaws, a larger or different vote is required, in which case such express provision shall govern and control the decision.

G. At any meeting of members, each member is entitled to one vote. The member may exercise such voting right either in person or by written proxy which shall be filed with the secretary of the meeting before being voted.

H. The Board of Directors shall convene an annual meeting of the full Council in the first calendar quarter of each year after due notice to all Council Members. The Board of Directors shall set the meeting schedule for the remainder of the year after discussion at the annual meeting. In general, the Council shall meet bi-monthly for internal Council business. Unless otherwise specified in the notice of a meeting, any Member may attend a meeting of the Council by telephone or other electronic device, so long as all Members may hear each other during the course of the meeting.

I. Notice of meetings of the Council shall be in compliance with the laws of Maryland and shall be given to each Council Member not less than 5 days before the meeting by delivering notice thereof to each Council Member in person or to the Council Member's residence or business address (or such other place as the Council Member may have directed in writing) by mail, messenger, e-mail, or other means of written communication. Any such notice shall set forth the time and place of the meeting but need not specify the matters to be addressed at the meeting.

J. A Council Member may waive any notice required by law, the Articles of Incorporation, or these Bylaws before or after the date and time stated in the notice, and such waiver shall be equivalent to the giving of such notice. Except as provided in the next sentence of this paragraph, the waiver shall be in writing, signed by the Council Member entitled to the notice, and filed with the minutes or corporate records. A Council Member's attendance at or participation in a meeting waives any required notice to the Council Member of the meeting unless the Council Member at the beginning of the meeting or promptly upon the Council Member's arrival objects to holding the meeting or transacting business at the meeting and does not thereafter vote for or assent to action taken at the meeting.

K. A Council Member is in jeopardy of losing their seat on the Council if the Council Member:

- is absent for more than one-half of the internal meetings during any 12-month period;
- violates the Council's conflict of interest policy or other Council policies;
- fails to co-facilitate a Working Group or actively participate in a Working Group or internal committee for longer than six months; or
- engages in any other activities that may reasonably be viewed as detrimental to MCFC and its mission.

The Food Council Executive Director shall keep attendance records and notify the Board of Directors of potential problems.

Any Council Member who believes a Council Member should be removed from their position may notify the Board of Directors with a letter explaining the reasons for removal. The Board of Directors shall meet, either virtually or in person, to assess whether further action is needed. If the Board of Directors agrees that there is cause for removal, either a representative of the Board of Directors or the Food Council Executive Director shall contact the Council Member under consideration, either virtually or in person, to discuss whether resignation or a leave of absence is in order. If the representative or Executive Director is unable to resolve the issue, the Board of Directors shall meet with the Member to discuss the issue(s) in greater detail to see if a solution can be found. If the Board of Directors is unable to resolve the problem, then the Member shall have the opportunity to speak with the entire Council. At the end of that meeting, the Council Members shall vote on whether the Member should maintain their position or be removed (with the Member under consideration for removal not being permitted to vote thereon).

L. Any Council Member needing to step away from their duties for a period of time shall submit a letter to the Board of Directors outlining their reasons for taking a leave of absence. A Council Member can only request a leave of absence for a total of four months during their term. The Board of Directors shall review the letter and make a recommendation to the rest of the Council. The Council shall vote whether or not to grant the leave of absence for the Council Member.

M. For every year served on the Montgomery County Food Council, each member is encouraged to contribute a personal, tax-deductible, charitable donation, of any amount, to demonstrate support for the mission and the work of the Council. (*Amendment added February 2017*)

Article 6: Board of Directors

A. Subject to the general oversight of the Council as set forth in Article 5, MCFC shall be governed by a Board of Directors. The Board shall have the control and management of the affairs and business of the Council, including approving the annual budget and proposing the strategic plan. The Board of Directors shall have power to do any and all lawful things and exercise any and all lawful powers to promote and carry out the objectives and purposes of this Council, as set forth herein and in the Articles of Incorporation of this organization.

B. The Board of Directors shall be composed of up to nine Members, including the Chair, Vice-Chair, Treasurer, and Secretary, all of whom shall be voting members. The Executive Director shall be a non-voting member of the Board of Directors. A minimum of two members of the Board of Directors must also be Food Council Members.

C. The Board of Directors shall be elected by a vote of the Council Members. Each Board of Directors Member shall serve a two-year term, with the potential for a second consecutive two-year term subject to renomination and confirming vote by the Food Council. After serving two consecutive terms and taking a sabbatical of at least one year, a Board of Directors Member may be considered for two additional two-year terms. The term of a particular Board of Directors Member may be less than or more than two years in an effort to stagger terms to ensure that there is some continuity of membership from year-to-year in future years. A Director may be removed from their position by a two-thirds vote of Council Members if the Director violates a Council

policy or if they engage in any conduct or activity that may reasonably be viewed as detrimental to the MCFC or its mission.

D. An Executive Committee shall be comprised of the Board Officers (Chair, Vice Chair, Secretary, and Treasurer), one additional member of the Board of Directors, and the Executive Director as an Ex-Officio non-voting member. A minimum of one of the members of the Executive Committee shall be a Food Council Member. The Executive Committee shall have and may exercise, at all times when the Board of Directors is not in session, all the powers of the Board of Directors in the management of the business and affairs of the organization. The Executive Committee shall not have the power or authority to enter into an agreement of merger or consolidation; to sell, lease, or exchange all or substantially all of the organization's property and assets; to terminate any employment contracts; or to amend the Bylaws of the Association. All actions by the Executive Committee shall be reported to the Board of Directors at the next meeting of the Board succeeding such action.

E. One-half of the members in good standing entitled to vote, present in person, by electronic device or by proxy, shall be sufficient to constitute a quorum at all Board of Directors meetings for the transaction of business, except as otherwise provided by law, by the Articles of Incorporation of this Association, or by these Bylaws. A quorum of at least 50% of all Board of Directors Members is required for the conduct of any meeting. At any meeting at which a quorum is present, a matter shall be approved if Board Members constituting more than 50% of all members present vote in favor of the matter.

F. The Board of Directors shall meet as needed to conduct the business of the Council. At a minimum, the Board of Directors shall meet on a quarterly basis. Unless otherwise specified in the notice of a meeting, any Board Member may attend a Board of Directors meeting by telephone or other electronic device.

G. Notice of any meetings of the Board of Directors shall be in compliance with the laws of Maryland and shall be given by the Chair or Secretary to each Director not less than 5 days before the meeting, by delivering notice thereof to the Director in person or to the Director's residence or business address (or such other place as the Director may have directed in writing) by mail, messenger, E-mail, or other means of written communication. Any such notice shall set forth the time and place of the meeting but need not specify the matters to be addressed at the meeting.

H. A Director may waive any notice required by law, the Articles of Incorporation, or these Bylaws before or after the date and time stated in the notice, and such waiver shall be equivalent to the giving of such notice. Except as provided in the next sentence of this paragraph, the waiver shall be in writing, signed by the Director entitled to the notice, and filed with the minutes or corporate records. A Director's attendance at or participation in a meeting waives any required notice to the Director of the meeting unless the Director at the beginning of the meeting or promptly upon the Director's arrival objects to holding the meeting or transacting business at the meeting and does not thereafter vote for or assent to action taken at the meeting.

I. The Board of Directors shall report to the full Council any actions it takes at the next scheduled internal meeting of the Council.

J. For every year served on the Montgomery County Food Council, each Board of Directors Member shall contribute a personal, tax-deductible, charitable donation, of any amount, to demonstrate support for the mission and the work of the Council.

Article 7: Officers

A. The Board of Directors shall have the following Officers, who shall be elected by Council Members, by majority vote of all Council Members.

Board Chair. The Chair shall be the principal officer of the corporation. The duties of the Chair include those customary to the position of chairperson, such as presiding over meetings of the full Council, the Board of Directors and the public; and performing such other duties as are necessarily incident to the office of chairperson or as may be prescribed by the Board.

Vice-Chair. The Vice-Chair shall perform the duties of the Chair in the event of the Chair's temporary absence, and shall have other duties as the Chair or the Board of Directors may assign.

Treasurer. The Treasurer shall keep an account of all monies received and expended for the use of the organization and shall make disbursements authorized by the Board of Directors. The Treasurer shall deposit all sums in the designated bank or trust company, approved by the Board of Directors and shall make a report at the annual meeting or when called upon by the Chair. The funds, books, and vouchers in the Treasurer's hands shall at all times be subject to verification and inspection by the Board of Directors or its designee, or at the direction of a majority of the Members of the full Council.

Secretary. The Secretary shall ensure that notice required by these Bylaws is given and shall ensure a record is maintained of all proceedings of the Board of Directors and the Council Members. The Secretary may perform any other duties incident to the office of Secretary or assigned by the Chair.

Executive Director. An Executive Director shall be directly responsible to the Board of Directors. The Executive Director is responsible for the day-to-day management of MCFC and implementation of the plans and policies authorized by the Board of Directors. The Executive Director provides leadership in developing programs, strategic planning, and financial and budget oversight in collaboration with the Board of Directors. The Executive Director serves as an Ex-Officio member of the Board of Directors, Nominating Committee, and Policy Committee without vote. The Executive Director shall be appointed by the Board of Directors which shall establish his or her terms and conditions of employment.

B. An individual may be removed as an Officer by two-thirds vote of the Council Members for the reasons specified for removal of a Director in Article 6 Section C of these bylaws. An individual may resign from his or her position as an Officer by notice to all other members of the Board of Directors. Resignation or removal of an Officer shall automatically remove that individual from the Board of Directors.

C. If any individual shall no longer serve as an Officer, there shall automatically be a vacancy on the Board. The remaining Board members shall nominate another Board member to

fill the vacancy and submit that nomination to the Council for approval by majority vote of all Council Members.

Article 8: Compensation

A. No Council Member or member of the Board of Directors, other than the Executive Director, shall be entitled to receive any salary or compensation in his or her capacity as a Council, Board Member, or Officer.

B. With approval of the Board of Directors, the Executive Director may hire other personnel to assist in the operations of MCFC.

Article 9: Working Groups and Committees

A. Council Members may vote to establish new Working Groups, Committees, or Task Forces as needed to further the mission and goals of MCFC.

B. Committees are internal subcommittees that address operational or strategic matters of the organization. These committees are comprised of Members of the Food Council and/or Board of Directors and meet on a regular or ad-hoc basis. Any member of the Food Council can volunteer to serve on any of these committees.

C. The Working Groups are subcommittees within MCFC, focused on addressing specific issues. The groups shall propose projects, policies, and partnerships, conduct research, inform, and recommend policy change, and develop initiatives that will help them achieve specific goals related to MCFC's overarching strategic goals and priorities. Anyone is invited to join the Working Groups, which meet more frequently and independently from the full Council. The volunteer efforts of the Working Groups are instrumental in the successful achievement of MCFC's goals. Working Groups are facilitated by at least one member of the Council.

D. At the time of adoption of these Bylaws, MCFC has the following internal Committees and public Working Groups:

Committees:

Policy
Development
Monitoring and Evaluation

Working Groups:

Environmental Impact
Food Economy
Food Education
Food Recovery and Access

Article 10: Nominating Committee

A. Candidates for the Board of Directors and the Food Council shall be nominated by a Nominating Committee. The Nominating Committee shall consist of the current Board Chair, the Immediate Past Board Chair, two Food Council Members, and one additional Member of the Board of Directors selected by the Board Chair. The Executive Director shall serve as an Ex-Officio non-voting member.

B. The Board of Directors shall nominate a Committee Chair, with priority given to the immediate Past Board Chair, and establish rules for Committee procedure. Before each Food Council annual meeting, the Committee shall nominate candidates for each office and each Board and Food Council Member position to be filled. It should seek to ensure that the list of candidates is appropriately balanced in subject-matter expertise, as well as reflects the racial, ethnic, socioeconomic, cultural, and geographic diversity of Montgomery County. The Committee shall ensure that a nominee for Board Chair be either a Food Council Member or qualified to be a Food Council Member. The Committee may perform its duties by consultation at meetings, electronically, or by letter or telephone.

C. The names of candidates selected by the Committee shall accompany the notice of the annual meeting sent to each of the members. New Board Members, Officers, and Food Council Members shall be elected from the slate of nominees proposed by the Nominating Committee. Council Members may vote on the slate of nominees by mail, electronic, or online ballot which must be returned to the Secretary in the manner specified with the ballot at least 10 days before the annual meeting.

D. In the event of a mid-year vacancy on the Food Council or the Board of Directors, the remaining Board members can nominate another individual to fill the vacancy and submit that nomination to the Council for approval by a vote of more than 50% of all members present in person, by electronic device, or by proxy, at the next meeting at which a quorum is present.

Article 11: Annual Audit

An audit of the books and records of the Council shall be done annually by an independent certified public accountant. The auditor shall be responsible to the Board Chair, but shall maintain direct contact with the Executive Director, the Treasurer, and an Audit Committee, if there is one to assist them in ensuring that proper procedures are established in the administration of the financial affairs of the organization and otherwise to assist them in the discharge of their duties.

Article 12: Amendments

These Bylaws may be altered, amended, repealed, or added to by a majority vote of the Board of Directors members present in person, by electronic device or by proxy, at the next meeting at which a quorum is present.

Article 13: Dissolution

Upon the dissolution of MCFC, all of its assets shall be distributed for one or more exempt purposes within the meaning of section 501(c)(3) of the Code, or corresponding section of any

future federal tax code, or shall be distributed to the federal government, or to a state or local government, for public purposes consistent with Section 501(c)(3) of the Code.

Signed and Dated by Jeffrey Clark, Corporate Secretary of the Montgomery County Food Council.

Policy Committee Guidelines

Our policy initiatives are led by our Policy Committee, which considers issues and facilitates the decision-making and establishment of policy positions on behalf of the Food Council. This standing committee is entrusted to make decisions that will represent the mission and vision of the Montgomery County Food Council (MCFC) on public policy issues that influence the Montgomery County food system. These Guidelines are intended to capture the values and practices we already have in place, as well as provide clarity and consistency for the long-term success of the Food Council.

Statement of Policies and Procedures:

- MCFC may take action and positions on legislative or other public policy issues which:
 - Impact the Montgomery County community and its residents;
 - Align with the MCFC mission to create a robust, sustainable, equitable local food system; and/or
 - Are of community-wide importance.
- Public policy positions shall be consistent with: the mission of MCFC, the policies and initiatives approved by the Board of Directors, and prior positions taken by MCFC.

Committee Structure

- The Committee shall consist of: At least one representative of each working group; one representative of the Board of Directors; the Executive Director as an Ex-Officio/non-voting member.
 - The Board Chair has the option to serve as the Board representative to the Policy Committee, but may defer the responsibility to another interested Board member. If not serving as the Board representative, the Board Chair may participate in Policy Committee decision-making as necessary regarding critical policy issues.
- The Policy Committee shall have a formal Chair, appointed by the Food Council Board of Directors.
- Policy Committee members' participation is subject to the general Food Council Conflict of Interest Policy, and members have the right and responsibility to excuse themselves from consideration of an issue as needed.
- The Policy Committee will conduct regular meetings either in-person or via phone or video conference, ideally monthly although potentially more or less frequently depending on the time of year. Policy Committee votes and activity will also occur electronically between scheduled meetings as needed.

Scope of Committee's work

- The Policy Committee may take action on:
 - Testimony and/or letters of support, opposition, or comment related to legislative issues at the municipal, County, State, or Federal level
 - Food Council generated advocacy letters

- Sign-on Letter Requests from other organizations
- Invitations to join coalitions
- Other tasks, such as:
 - Building advocacy capacity of County partners and stakeholders
 - Engaging candidates for elected office directly
 - Convening stakeholders to discuss and strategize around food system policy issues with broad community impacts
 - Creating opportunities for stakeholders to discuss these issues with policymakers
 - Engaging with stakeholders in cross-sector policy initiatives to address broader community issues with implications for the local food system
- Appropriate issues for consideration include:
 - Those at all levels of policy-making (Federal, State, County) that impact Montgomery County residents, stakeholders, and/or partners;
 - Those for which the committee holds adequate expertise and credibility to voice an opinion;
 - Those in which a systems-perspective brings value to inform discourse on an issue. The committee should consider how an issue will affect all levels of the Montgomery County food system in their deliberation and decision making process.

Accepting and Soliciting requests for Food Council consideration

- Council Members may contact the Policy Committee Chair and/or the Executive Director directly with requests for action by the Policy Committee. A request form will be made available on the Food Council website to allow stakeholders to request Policy Committee action on an issue.
 - Requests for support must provide basic information and background on the issue to inform discussion and decision-making.
- The process for accepting outside requests for Policy Committee action is to be shared publicly on the Food Council website.
 - An issue must be brought before the Policy Committee at least two weeks prior to the deadline for action.
 - Issues presented with less than two weeks notice may still be considered at the discretion of the Policy Committee.
- Unless specific, time-sensitive action is required, issue consideration will be discussed at the next Policy Committee meeting.
- The Executive Director may screen requests and refer to the Policy Committee when and as appropriate.
- As a primarily volunteer-driven small nonprofit, the Food Council may be limited by time or capacity constraints in taking action on policy requests.

Research and Deliberation Process

- In the case that Policy Committee members seek external input in their research process, Policy Committee members may contact:
 - Montgomery County Food Council Members
 - Montgomery County Food Council Working Groups
 - Stakeholders with relevant expertise
- Engaging non- Policy Committee members in the deliberation process serves to promote transparency, engage diverse perspectives, and ensure the most thorough understanding of the issue. In conducting research on an issue, the Policy committee shall:
 - Seek input from external stakeholders in an objective way, i.e.: “The Food Council Policy Committee is currently considering [name of proposed legislation, letter of support, etc.]. Please share any comments or feedback to the Committee by [date].”
 - Gather information on both sides of an issue to the extent possible with a reasonable amount of effort.
 - Evaluate information gathered for accuracy, and make reasonable effort to confirm information presented to the Committee for consideration is correct.
- The Policy Committee and staff will create and manage a Policy Tracking document each year to catalog requests for policy consideration, decisions, and actions taken.
- The Food Council Executive Director, staff, and Members (as appointed by the Policy Committee) will represent the Food Council on various County and regional advocacy committees to increase awareness of policy issues and opportunities for action.

Decision-Making Processes

- The Policy Committee’s decisions should be aligned with the following core guiding resources:
 - Our mission: to bring together a diverse representation of stakeholders in a public and private partnership to improve the environmental, economic, social and nutritional health of Montgomery County, Maryland through the creation of a robust, local, sustainable food system.
 - Our vision: to cultivate a vibrant food system in Montgomery County that consciously produces, distributes, and recycles food, making it accessible to all residents while promoting the health of the local food economy, its consumers, and the environment.
 - Working Group goals and current initiatives
 - Food Council bylaws and internal policies
 - Montgomery County Food Security and Food Action Plans, and other planning and strategic Food Council documents
 - Internal and external relationships with stakeholders should also be taken into consideration when appropriate. However, it must be recognized that the Food Council’s policy positions will not always align on all issues with all stakeholders.

- The Policy Committee should seek unanimous consensus on all issues.
 - Non-response from a Policy Committee member by a voting deadline will be considered assent.
- In the case that consensus amongst Policy Committee members is not possible, the issue shall go to the full Council for discussion and a vote.
 - Council voting procedures for policy issues shall follow those outlined in the bylaws.
 - Votes can be accepted via email if time does not permit for a full Council meeting. Council Members will be given a deadline to vote/respond. Non-reply by the deadline will be considered assent.
- Should MCFC decide not to take a position on an issue, it may provide limited legislative monitoring and updates to constituents on the status of the issue.
- In cases where there is not agreement among Food Council Members on a policy position for an important issue affecting the food system, MCFC may choose to share a comment letter including information about both sides of the issue.

Public notification of policy statements

- All policy statements are to be shared with the full Food Council as updates at Internal Meetings.
- Council Members will be provided access to the Policy folder to view final letters of support/opposition/comment and the Policy Tracking document.
- Information will also be provided to Council Members as to what the Policy Committee has declined to comment upon, and updates of issues under consideration.
- Food Council Members will be invited in advance of Internal Meetings to suggest policy discussion items for the agenda.
- Staff will internally record and store all letters and requests.
- Initial requestor of policy action will be notified by staff of the Policy Committee's final action or inaction.

CONFLICT OF INTEREST POLICY

Article I Purpose

The purpose of this Conflict of Interest Policy of (the “Policy”) is to protect the interests of Montgomery County Food Council, Inc. (“MCFC”) when it is contemplating entering into a transaction or arrangement that might benefit the private interest of any Council Member of MCFC. This Policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

Article II Definitions

1. Interested Person. Any Council Member who has a direct or indirect financial interest, as defined below, is an interested person.

2. Financial Interest. A person has a financial interest if the person has, directly or indirectly, through business, investment or family:

- a. An ownership or investment interest in any entity with which MCFC has a transaction or arrangement,
- b. A compensation arrangement with MCFC or with any entity or individual with which MCFC has a transaction or arrangement, or
- c. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which MCFC is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

A financial interest is not necessarily a conflict of interest. Under Article III, Section 2, a person who has a financial interest may have a conflict of interest only if the Board of Directors decides that a conflict of interest exists.

Article III Procedures

1. Duty to Disclose. In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts related to the proposed transaction or arrangement to the Board of Directors.

2. Determining Whether a Conflict of Interest Exists. After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the

meeting of the Board of Directors while the disinterested Directors determine whether if a conflict of interest exists.

3. Procedures for Addressing the Conflict of Interest

- a.** An interested person may make a presentation at the meeting of the Board of Directors; however, after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
- b.** The Board of Directors shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
- c.** After exercising due diligence, the Board of Directors shall determine whether MCFC can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
- d.** If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the Board of Directors shall determine by unanimous vote of the disinterested Directors whether the transaction or arrangement is in MCFC's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination it shall make its decision as to whether to enter into the transaction or arrangement.
- e.** If the disinterested Directors do not unanimously agree on whether a conflict of interest exists, they shall submit the matter to the entire Council for its determination. At a meeting of the Council addressing the matter, the interested person shall be allowed to present his or her position and each Director shall present his or her analysis on whether a conflict of interest exists and, if so, how it might best be resolved.

4. Repetitive Transactions. Recognizing that MCFC's programs may follow a standard format and may entail repeated transactions and arrangements involving the same parties, the Board of Directors, in reviewing any particular transaction or arrangement may, if it determines it to be appropriate, determine that future transactions or arrangements that are substantially similar to the particular transaction or arrangement that is then subject to approval should be treated in the same manner and that each such substantially similar transaction or arrangement need not be submitted to the Board of Directors for approval.

5. Violations of the Conflicts of Interest Policy

- a.** If the Board of Directors has reasonable cause to believe that any Council Member has failed to disclose actual or possible conflicts of interest, it shall inform that Council Member of the basis for such belief and afford that Council Member an opportunity to explain the alleged failure to disclose.
- b.** If, after hearing the Council Member's response and after making further investigation as warranted by the circumstances, the Board of Directors determines

the Council Member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

Article IV Records of Proceedings

The minutes of the Board of Directors (and the Council, if applicable) shall contain:

- a.** The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the decision of the Board of Directors (or Council, if applicable) as to whether a conflict of interest in fact existed.
- b.** The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

Article V Compensation

A Council Member who receives compensation, directly or indirectly, from MCFC for services is precluded from voting on matters pertaining to that Director's compensation.

Article VI Annual Statements

Each Council Member shall annually sign a statement which affirms that he or she:

- a.** Has received a copy of the Policy,
- b.** Has read and understands the Policy,
- c.** Has agreed to comply with the Policy, and
- d.** Understands MCFC is charitable and educational in nature and that, in order to maintain its federal tax exemption, it must engage primarily in activities which accomplish tax-exempt purposes consistent with its mission.

Article VII Periodic Reviews

To ensure MCFC operates in a manner consistent with tax-exempt purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

- a.** Whether compensation arrangements and benefits are reasonable, based on competent survey information, and the result of arm's length bargaining.
- b.** Whether partnerships, joint ventures, and arrangements with other organizations conform to MCFC's written policies, are properly recorded, reflect reasonable payments for goods and services, further charitable or educational purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

Article VIII
Use of Outside Experts

When conducting the periodic reviews as provided for in Article VII, MCFC may, but need not, use outside advisors. If outside advisors are used, their use shall not relieve the Board of Directors of its responsibility for ensuring periodic reviews are conducted.

Date of Council Adoption: September 3, 2015

MCFC INTERNAL POLICIES

DIVERSITY AND INCLUSION STATEMENT

Statement

Believing that the wide array of perspectives resulting from diversity and inclusion allows all organizations to be more effective, MCFC is committed to promoting diversity and inclusion in all aspects of its work. We are also dedicated to greater diversity and inclusion within our own organization and provide equal opportunity to people of all races, ethnicities, religions, genders, sexual orientations, gender identifications, abilities, incomes, marital statuses, ages, geographic locations, philosophies, and veteran statuses in all levels of staff and governance.

The MCFC Equal Opportunity Employer Policy reflects our commitment to ensure equality, treat everyone with respect and promote diversity in the workplace. This Equal Opportunity Employer Policy applies to all employees, job candidates, contractors, and visitors. We built our EEO policy around preventive and affirmative actions to ensure equal opportunity when hiring, training, evaluating performance, administering compensation and benefits, and terminating employees.

Being an equal opportunity employer means that we provide the same opportunities for hiring, advancement, and benefits to everyone without discriminating due to protected characteristics like:

- age
- gender
- sexual orientation
- gender identity
- marital status
- race
- ethnicity/ nationality
- religion
- disability
- medical history or condition
- or any other protected class category covered by local, state, or federal law.

Whenever we find biases interfering, we will act immediately to refine our processes, train our people to combat their biases, and protect possible victims of discrimination. We will give everyone the chance to work in an environment where their rights are respected.

Grievance Procedure

All supervisors and managers are responsible to enforce equal opportunity practices. Everyone should comply with our policy by treating others with respect. A grievance procedure should be established, and all grievances investigated promptly.

CONFIDENTIALITY POLICY

It is the policy of the Montgomery County Food Council that Board Directors, Council Members, staff, and contractors shall keep confidential and not disclose confidential, privileged, or proprietary information that belongs to the Council, or is learned through their affiliation with the Council. Confidential information, includes, but is not limited to, information about discussions at Board and Council meetings and materials, correspondence, reports, etc., unless those materials or discussions are made public by the Council or unless disclosure is compelled by legal process.

Board Directors, Council Members, and staff shall take care to exercise good judgment to avoid unintended and inadvertent disclosure of confidential information to any person, including family members, friends, and business and professional associates.

The Council expects Board Directors, Council Members, staff, and contractors to respect the privacy of all members, staff, clients, and volunteers. Personal and financial information that may be learned in the course of Council activities should not be disclosed or discussed with anyone without authorization.

All materials and reports developed for the Council are the property of the Council unless otherwise specified and may not be used for any purpose without the express permission of the Council. Board Directors, Council Members, staff, and contractors are expected to return materials containing confidential or proprietary information at the time of separation from employment or when leaving the Board of Directors or Council.

Unauthorized disclosure of confidential information is a serious violation and individuals making unauthorized disclosure are subject to dismissal or removal from the Board of Directors or the Council.

ETHICS POLICY AND CODE OF CONDUCT

The Montgomery County Food Council expects Board Directors, Officers, Council Members, staff, and contractors to meet the highest ethical and professional standards in performing their duties in connection with Council activities. Board Directors have a fiduciary responsibility to, among other things, operate in the interest of the organization and not in furtherance of a personal agenda. Board Directors are expected to represent the best interests of the membership and stakeholders. They are expected to be knowledgeable about the organization's mandate, policies, priorities and processes. They are also expected to acknowledge and conform to the Council's values of respect, fairness and integrity.

To further these goals Board Directors agree to the following:

- Act with honesty, integrity and openness in all their dealings as representatives of the Council
- Treat members, staff and other stakeholders with respect and courtesy
- Understand the Council's mission and programs and strive to support the mission and programs to the maximum extent possible
- Conduct all the Council's business in accordance with all laws and regulations, including the antitrust laws
- Comply with the policies and by-laws of the Council
- In compliance with the Council's Confidentiality Policy maintain the confidentiality of non-public information received in the course of Board or Council meetings or other Council activity
- In compliance with the Council's Conflict of Interest Policy, report potential conflicts and refrain from taking part in decisions where there is a potential conflict of interest
- Do not accept gifts, gratuities or personal rewards intended to influence the Council's decisions or activities
- Promote the goals of inclusiveness and diversity in hiring, promotions, contracting, grant-making and all other Council activities
- Understand that harassment of any kind will not be tolerated. This includes unwelcome conduct, comment, gesture, contact, or intimidating or offensive behavior likely to cause offense or humiliation.

WHISTLEBLOWER POLICY

The Montgomery County Food Council (MCFC) requires Council Members, Board Directors, Officers, employees, contractors, and volunteers to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. As employees and representatives of MCFC, we must practice honesty and integrity in fulfilling our responsibilities and comply with all applicable laws and regulations.

Reporting Responsibility

This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns internally so that MCFC can address and correct inappropriate conduct and actions. It is the responsibility of all Council Members, Board Directors, Officers, employees, contractors, and volunteers to report concerns about violations of the MCFC code of ethics or suspected violations of law or regulations that govern MCFC's operations.

No Retaliation

It is contrary to the values of MCFC for anyone to retaliate against any Council Member, Board Director, Officer, employee, contractor or volunteer who in good faith reports an ethics violation, or a suspected violation of law, such as a complaint of discrimination, or suspected fraud, or suspected violation of any regulation governing the operations of MCFC. An employee or volunteer leader who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment or removal from their position.

Reporting Procedure

The MCFC has an open-door policy and suggests that employees and contractors share their questions, concerns, suggestions, or complaints with the Executive Director. If an employee or contractor is not comfortable speaking with the Executive Director or is not satisfied with his or her response, you are encouraged to speak with the Board Chair or another Officer. The Executive Director is required to report complaints or concerns about suspected ethical and legal violations in writing to the Board Chair, who can delegate the investigative responsibility to the Executive Director, unless the complaint concerns the Executive Director. If the issue is with the Board Chair or another Board Officer or Council Member, the complainant should share this with the Executive Director.

MCFC's Executive Director or Board Chair is responsible for ensuring that all complaints about unethical or illegal conduct are investigated and resolved. The Executive Director or Board Chair will advise the Board of Directors of all complaints and their resolution and will report at least annually to the Treasurer on compliance activity relating to accounting or alleged financial improprieties.

Accounting and Auditing Matters

The Executive Director or Board Chair shall immediately notify the Treasurer of any concerns or complaints regarding corporate accounting practices, internal controls or auditing and work with the Board of Directors until the matter is resolved.

Acting in Good Faith

Anyone filing a written complaint concerning a violation or suspected violation must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

Confidentiality

Violations or suspected violations may be submitted on a confidential basis by the complainant. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

Handling of Reported Violations

MCFC's Executive Director or Board Chair will notify the person who submitted a complaint that the organization is in receipt of the reported violation or suspected violation. All reports will be promptly investigated, and appropriate corrective action will be taken if warranted by the investigation.

ANTITRUST POLICY

It is the policy of the Montgomery County Food Council to comply in all respects with the antitrust laws. The antitrust laws are the rules under which our competitive system operates. The Council believes strongly that a competitive market place is important to the Council's mission of creating a robust, sustainable local food system.

It is expected that all member representatives involved in Council activities, as well as Council employees, contractors, consultants, and other participants, will be sensitive to and act in compliance with applicable antitrust and competition laws at Council meetings and Council related events.

Accordingly, there will be no discussions at Council or Board of Directors meetings and activities of topics that can create antitrust concerns. Agreements to fix prices, allocate markets, engage in product boycotts and refuse to deal with third parties are illegal under the antitrust laws. At all Council and Board of Directors meetings, the following topics of discussion should be avoided: prices (including elements of prices such as allowances and credit terms), quality ratings of suppliers, and anything that may cause a competitor to cease purchasing from a particular supplier or selling to a particular customer. Also, there should be no discussion that might be interpreted as a dividing up of territories among competitors.

An antitrust violation does not require proof of a formal agreement. A discussion of a sensitive topic, such as price, followed by action by those involved or present at the discussion is enough to show a price fixing conspiracy. As a result, those attending Council and Board of Directors meetings should remember the importance of avoiding not only unlawful activities, but even the appearance of unlawful activity.

As a practical matter, violations of these rules can have serious consequences. Antitrust investigations and litigation are lengthy, complex and disruptive. The Sherman Act is a criminal statute and may result in penalties punishable by steep fines and imprisonment. The Justice Department, state attorneys general, and any person or company injured by a violation of the antitrust laws may bring an action for three times the amount of the damages, plus attorney's fees.

Attendees and speakers at all Council and Board of Directors meetings will be reminded of the importance of complying with the antitrust laws. Meetings will follow a written agenda, and minutes will be prepared accurately summarizing the matters discussed at the meeting.

Any questions or concerns about this policy or about a discussion at a Council or Board of Directors meeting should be brought to the attention of Council staff or legal counsel.

Budget, Fiscal Agent and Funding

Budget

The Food Council's fiscal year runs on the calendar year, from January 1, 2019 to December 31, 2019.

Transition from Fiscal Agent to 501(c)(3)

From inception to March 2018, The Montgomery County Food Council was a sponsored program fund of The Greater Washington Community Foundation and was entitled to receive charitable contributions under The Greater Washington Community Foundation's tax identification number. The Council became an independent 501(c)(3) in March 2018 and is now entitled to receive charitable contributions under its own tax identification number, 82-4630058.

Funding Parameters

The Food Council is committed to improving the environmental, economic, social and nutritional health of Montgomery County, Maryland and will only accept funding from entities that share this mission.

Montgomery County Food Council 2019 Approved Budget

| INCOME | | | |
|--|--|---------------------|--|
| | | | <i>Notes</i> |
| County Executive FY 19 Grants | | \$16,000.00 | |
| County Executive FY 20 Grants | | \$12,500.00 | Projected |
| County Council FY 19 Grants | | \$30,000.00 | |
| County Council FY 20 Grants | | \$10,000.00 | Projected |
| Food Security Plan County Funding FY19 | | \$40,300.00 | |
| Food Security Plan County Funding FY20 | | \$40,300.00 | Projected |
| Mead Family Foundation | | \$15,000.00 | \$10,000 awarded, \$5,000 Projected |
| Kaiser Permanente (2018 Award) | | \$20,000.00 | |
| Kaiser Permanente (2019 Award) | | \$12,500.00 | Projected |
| Healthcare Initiative Foundation | | \$3,000.00 | |
| Transforming Communities Initiative Grant (Year Two) | | \$27,350.00 | |
| Transforming Communities Initiative (Year Three) | | \$12,500.00 | Projected; Funding scheduled to decrease |
| New Grants | | \$26,000.00 | Projected |
| Food & Beverage Guide Sponsorships | | \$6,500.00 | |
| Event Sponsorships | | \$3,000.00 | |
| Food & Beverage Guide Registrations | | \$1,800.00 | |
| MoCo Made Promotional Sales | | \$800.00 | |
| Individual Donations | | \$12,000.00 | |
| TOTAL INCOME | | \$289,550.00 | |
| EXPENSES | | | |
| Staff Salaries | | \$223,010.00 | |
| Benefits | | \$6,937.75 | |
| Other Staff and Intern Support | | \$5,000.00 | |
| Payroll Taxes | | \$22,301.00 | |
| Space rental & expenses | | \$2,000.00 | |
| Working Group Program Expenses | | \$5,000.00 | |
| Conference/Event Attendance | | \$3,000.00 | |
| Annual Retreat & Orientation | | \$1,000.00 | |

| | | | |
|-------------------------------------|--|---------------------|--|
| Insurance | | \$7,000.00 | |
| Accounting & Bookkeeping | | \$5,000.00 | |
| Consultant & Graphic Design Support | | \$6,000.00 | |
| Information Technology | | \$1,000.00 | |
| Office & Internal Meeting Expenses | | \$2,500.00 | |
| TOTAL EXPENSES | | \$289,748.75 | |

**Montgomery County Food Council
Recent Funding Awards**

| Grant Title | Amount | Date Awarded | Purpose |
|--|---------------|---------------------|--|
| Mead Family Foundation | \$20,000 | June 2018 | Operating Support |
| County Council Grant | \$30,000 | July 2018 | General Operating Support |
| County Executive Grant | \$25,000 | July 2018 | General Operating Support |
| County HHS Contract Funds | \$80,600 | July 2018 | Food Security Plan Implementation |
| Healthcare Initiative Foundation | \$5,000 | July 2018 | Food Security/Food Literacy |
| Kaiser Foundation Health Plan of the Mid-Atlantic States, Inc. | \$25,000 | July 2018 | Food Economy/Food Security |
| Transforming Communities Initiative | \$48,400 | July 2018 | Food Security Strategies |
| Heritage Montgomery | \$2,500 | November 2018 | Food and Beverage Guide |
| Transforming Communities Initiative | \$3,150 | November 2018 | Food Security/Education Communications Projects |
| Help Us Help Others Foundation | \$2,500 | January 2019 | Senior SNAP Outreach and Hunger Volunteer Training Program |

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: **MAR 07 2018**

MONTGOMERY COUNTY FOOD COUNCIL INC
C/O ROBERT B CANTER
SHULMAN ROGERS GANDEL PORDY & ECKER
12505 PARK POTOMAC AVE 6TH FLOOR
POTOMAC, MD 20854

Employer Identification Number:
82-4630058
DLN:
17053297319007
Contact Person:
MITCHELL P STEELE ID# 31360
Contact Telephone Number:
(877) 829-5500
Accounting Period Ending:
December 31
Public Charity Status:
170(b)(1)(A)(vi)
Form 990/990-EZ/990-N Required:
Yes
Effective Date of Exemption:
January 19, 2016
Contribution Deductibility:
Yes
Addendum Applies:
No

Dear Applicant:

We're pleased to tell you we determined you're exempt from federal income tax under Internal Revenue Code (IRC) Section 501(c)(3). Donors can deduct contributions they make to you under IRC Section 170. You're also qualified to receive tax deductible bequests, devises, transfers or gifts under Section 2055, 2106, or 2522. This letter could help resolve questions on your exempt status. Please keep it for your records.

Organizations exempt under IRC Section 501(c)(3) are further classified as either public charities or private foundations. We determined you're a public charity under the IRC Section listed at the top of this letter.

If we indicated at the top of this letter that you're required to file Form 990/990-EZ/990-N, our records show you're required to file an annual information return (Form 990 or Form 990-EZ) or electronic notice (Form 990-N, the e-Postcard). If you don't file a required return or notice for three consecutive years, your exempt status will be automatically revoked.


If we indicated at the top of this letter that an addendum applies, the enclosed addendum is an integral part of this letter.

For important information about your responsibilities as a tax-exempt organization, go to www.irs.gov/charities. Enter "4221-PC" in the search bar to view Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, which describes your recordkeeping, reporting, and disclosure requirements.

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MONTGOMERY COUNTY FOOD COUNCIL INC

Sincerely,



Director, Exempt Organizations
Rulings and Agreements

Montgomery County Food System Infographic

MoCo Food System Sector Examples

Production

Ag Reserve, pest management, biodiversity, soil conservation, Ag Extension, generational knowledge

Processing

cottage producers, light processing, access to capital, Takoma Park Silver Spring Community Kitchen, zoning

Distribution

Dawson's Market + other retail, Manna Food Center, Keany Produce, farmers markets, trucking, Wide Net Project (seafood), roads/infrastructure, SNAP

Consumption

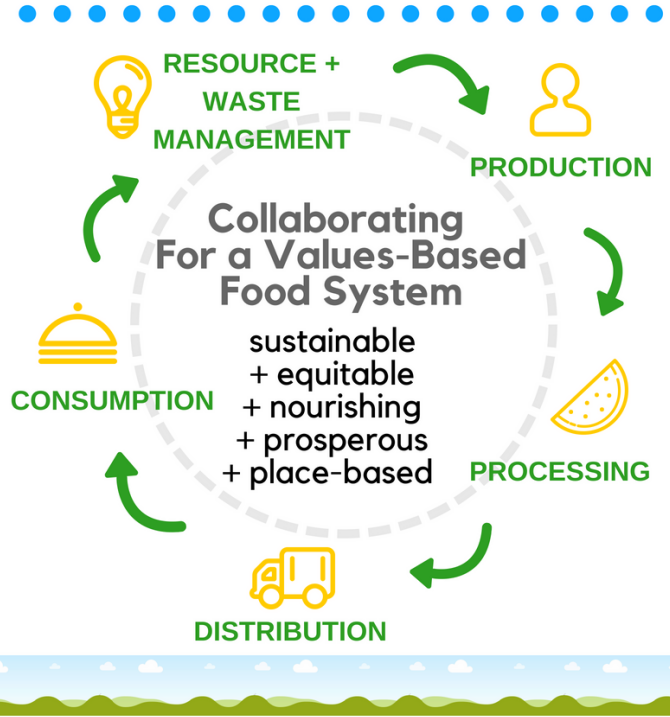
Homes, restaurants, public transit, Adventist Community Hospital, MCPS, prison/jail, cooking/nutrition education, faith-based meal providers

Resource + Waste Management

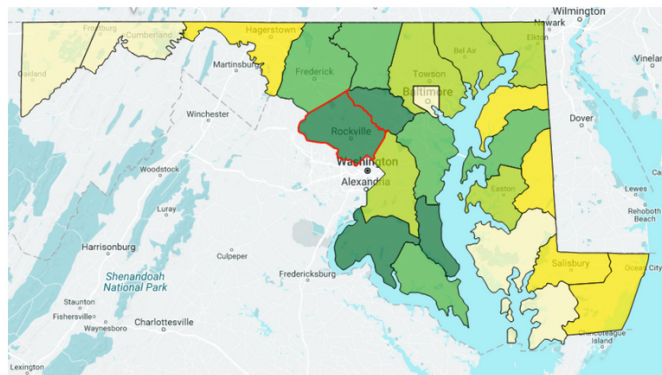
Community Food Rescue, MoCo Division of Solid Waste Servies, Nourish Now, Compost Crew, home compost, urban ag



MONTGOMERY COUNTY FOOD COUNCIL



Our scope
County food policy, practices,
and programs within the context
of state, region, nation, and global



Our tools



policy + education +
community engagement +
advocacy + partnerships +
evaluation