



Leadership Development in Community Gardens March 2015

Submit application to CDDapplications@cityofmadison.com
Please include "Garden Leadership Application from (Applicant name)" in the subject line

Deadline: 12:00 pm (noon) on Wednesday, March 18, 2015
LATE APPLICATIONS WILL NOT BE ACCEPTED.

Please limit your proposal and responses to the form and space provided. Any materials submitted in addition to this application form will not be considered in the evaluation of the proposal. *Do not attempt to unlock or alter this form.*

If you need assistance with this proposal or are unclear about how to respond to any questions please contact CDD staff at 266-6520.

Agency:	Community GroundWorks, Inc.	Amount Requested:	\$54,000
Contact Person:	Karen von Huene		
Address:	3601 Memorial Drive, Suite 4, Madison WI 53704		
E-Mail:	karen@communitygroundworks.org	Telephone:	608-240-0409
Applicant has 501(c)(3) status	Yes or No yes	Federal EIN number:	39-2024302
Name of Fiscal Agent (if applicable):	N/A		
Fiscal Agent Contact Person:			

- 1. Applicant Organization or Group:** Briefly describe the history and structure of the applicant organization. Include relevant organization experience and capacity related to community garden self-management and leadership development. If the proposal includes key collaborative partners, include the same information for those, as well as their roles and responsibilities in this project.

Community GroundWorks (CGW) connects individuals to urban agricultural and natural lands within a diverse learning community. We grow wholesome and organic food for local tables, steward urban natural areas, inspire healthful eating, and offer hands-on learning opportunities. By teaching what we practice, we pass on the skills to build enduring communities.

CGW grew out of a successful movement to protect and steward the open spaces at Troy Gardens on Madison's northside near Lake Mendota. The Troy Gardens project was the culmination of six years of community activism to protect a parcel of state surplus land from development. In October 1995, the state

of Wisconsin placed a 15-acre site abutting the Mendota Mental Health Institute on the State's surplus land list, intending to sell the land, most likely for private development. Area residents and others from across the city had been gardening on 4 acres of the site for 15 years, and using much of the rest of it to bird-watch, walk their dogs in the woodlands, and otherwise enjoy the open space in the neighborhood. Neighbors and several community-based organizations joined together to protect the land and formed the Troy Gardens Coalition. In February 1997, the State agreed to take the entire 31-acre site off the surplus list, allowing the Troy Gardens Coalition to develop an integrated land use proposal, one that combined housing with urban open space and agriculture uses. After years of development work, the Madison Area Land Trust, with support from the city of Madison, succeeded in purchasing the property in December 2001. The Friends of Troy Gardens (now Community GroundWorks) was incorporated as a non-profit in June 2001 to develop, manage, and steward the 26 acres of open space protected under a conservation easement held by the Center for Resilient Cities.

The Troy Gardens site is now home to 338 community garden plots, a children's' educational garden, a 5-acre organic vegetable CSA farm, and a 4-acre natural woodlands area with restored prairie and walking trails. In addition, CGW runs the Goodman Youth Farm, a 1/2 acre farm adjacent to Kennedy Elementary School, in partnership with Madison Metropolitan School District and Goodman Community Center. Both the children's garden and Youth Farm engage a diverse population of elementary, middle and high school students in hands-on, farm-based education in outdoor classrooms. Youth farmers are immersed in community service as they strengthen food security in the community by providing fresh vegetables to the Goodman Food Pantry.

Overall, our programs are developed in order to fulfill the organization's goals of developing land in a sustainable manner, improving food security, and providing educational programs on gardening, natural areas restoration and management, food preparation, nutrition, and environmental education. Our organizational vision is that people will cooperate to create and sustain healthy communities by growing food and caring for nature within their urban environments.

2. Program Description:

- a) Describe program design. Identify specific gardens proposed for support; the specific activities proposed at each garden; proposed staffing, including use of volunteers and any sub-contractors; and description of any curriculum, capacity and skill building activities.

According to the organization WhyHunger, community garden programs with the following characteristics have the greatest potential to strengthen their communities: (1) target or include lower-income residents, (2) include neighbors of various ages, races and ethnic backgrounds, (3) provide an open space for community gatherings and family events, (4) offer educational opportunities and vocational skills for youths, (4) build in a method to encourage the donation of surplus produce to food shelters.

Madison comprises a wide distribution of community gardens and intermittent pockets of poverty. The intersection of gardens and neighborhoods with concentrations of low to moderate income residents offers an opportunity to strategically use community gardens as a vehicle to build and sustain garden leadership and management skills. These areas are often challenged with racial and social equity concerns. We strongly believe garden leadership and management skills paired with an asset-based

community development framework can address issues of racial equity and social equity, increase social capital, strengthen community cohesion and deepen neighborhood stability.

We have identified three Madison areas or “constellations” with characteristics for cultivating community. Our proposed target areas include garden initiatives, LMI neighborhoods, active participation/concern and high asset potential, e.g., mentors, youth groups, community based-organizations and support structures such as community centers, libraries, churches and food pantries.

In 2015, we will target areas of Southwest Madison (Hammersley Community Garden and Meadowood Community Garden), Allied Drive Area (Marlborough Community Garden), Central Madison (Brittingham Community Garden), Northport Area (Lindbergh Community Garden) and East Madison (Truax Community Garden). Each garden is, or will be, deeply supported within its own garden context, connected to neighborhood-scale and peer-to-peer mentorship and included in inter-garden, network collaboration.

Rationale for Hammersley Community Garden:

The Hammersley Community Garden was installed in 2010 in a City of Madison pocket-park located at 6120 Hammersley Rd. The park adjoins the Falk Elementary School grounds to the rear and a bike/walking path runs along the garden to connect the school grounds with Hammersley Rd. While considerable community support existed for the garden at its founding, several challenges emerged over the following years. Though one person stepped up enthusiastically as the sole coordinator/registrar/treasurer for the garden, his capacity was greatly diminished by personal and family health challenges. Institutional memory for the garden and accountability suffered with this person’s lack of capacity and resistance to stepping back or asking for help. Additionally, while an initial partnership was developed with Falk Elementary to cultivate a school garden plot, the school subsequently installed a school garden on their own grounds leaving a gap in youth engagement in the garden. Perhaps in part as a result of this, increased vandalism and theft occurred in the garden, primarily involving young African American children. Frustrations ran high with predominantly white, middle income gardeners in 2013 and 2014, culminating in the acting coordinator reaching out in 2014 to request that the garden be closed. A Dane County UW Extension Americorps VISTA who once lived in the area has dedicated a portion of her time towards building a new leadership team for the garden and partnering with the Mellowood Foundation, led by Coach Tutankhamun Assad, to develop youth-led spaces and youth programming in the garden in 2015.

Ratio of LMI residents: Currently unknown, 0 returning gardeners from past seasons. Mellowood Foundation youth gardeners are LMI, and intentional outreach will primarily focus on LMI residents of Hammersley/Theresa Terrace neighborhood.

Size of gardens: Approx 19 full 20x20 ft garden plots, though some historically divided into half plots and some others are smaller than 400 sq. ft due to a diagonal garden border.

Real/perceived challenges to resident engagement in neighborhood: SES extremes, language barriers, racial tension in demographically-changing area, real or perceived challenges with neighborhood children and vandalism, unsuccessful history of garden, limited financial resources for garden

Neighborhood and garden assets: The revamped Meadowood Neighborhood Center and Meadowridge Library could serve as resources for the garden by way of providing meeting space and an outreach point, but the distance between where these facilities are located on Raymond Road and where the garden is located is frequently cited as a barrier by neighborhood residents. Partnership with the Mellowood Foundation for youth engagement in the garden will serve as a powerful bridge between older and younger youth and adults, and the hard work of these teens in the garden will hopefully build increased goodwill and connection at the garden across racial and generational divides. The mentoring

partnership with Aislynn Miller, coordinator of nearby Meadowood Community Garden, is a huge asset to the developing leadership team in terms of practical guidance on garden coordination, examples of how similar issues of youth engagement and vandalism have been addressed, and building strong neighborhood-based alliances within Southwest Madison. In future years, the garden could greatly benefit from partnership with the Hammersley/Theresa Neighborhood House if funding support becomes available to get that neighborhood space off the ground.

Rationale for Marlborough Community Garden:

Marlborough Community Garden was founded in the 1970s and experienced a period of transition and expansion in 2007. Most recently, despite its long tenure as a community space for growing vegetables, Marlborough Garden required significant supplementary support and coordination to allow the garden to operate. As a result of this ongoing support, a core group of leaders have established themselves and have slowly created a more engaged culture at the garden. However, without additional support, the steps toward self-reliance made by Marlborough garden leaders over the previous years may not continue as gains and the garden could face a regression and/or lead to garden leader burnout. One challenge is that the size and scale of the garden demand significant garden leader organization and gardener engagement to maintain and the space and culture at the garden. The garden covers 3 acres of property and has a membership of over 100 gardeners of different ethnicities, needs, and socio-economic status. Another challenge is the required input of organizing place-making opportunities at the garden that are needed to maintain gardener interest and combat gardener apathy. In the absence of a strong support partner and the confinement of garden leader energies to weekly management tasks, community-building efforts at the garden are limited.

Ratio of LMI residents: 77% of gardeners (reported, 2013) are below 125% of poverty level including Latino and Hmong neighborhood residents.

Size of gardens: 161 individual garden plots (20'x20') and 2 youth garden plots.

Real/perceived challenges to resident engagement in neighborhood: Language/cultural differences, size/population of the garden demands high level of organization and gardener involvement, high-needs gardeners, lack of engaging projects/opportunities at garden.

Neighborhood and garden assets: Parks Department, MSCR Allied Learning Center, HeadStart, Dunn's Marsh Neighborhood Association, Allied Drive/Dunn's Marsh Neighborhood Association, Boys and Girls Club, Dream Bikes. Marlborough Park offers open space and opportunities for place-making and community-building. The Prairie Unitarian Universalist Society provides a gathering space for meetings and events.

Rationale for Meadow Community Garden:

Meadowood Community Garden broke ground in the spring of 2008. The garden is located in Meadowood Park on the corner Leland Drive and Thrush Avenue, directly across the street from Meadowridge Library and Meadowood Community Center. The neighborhood has experienced an increase in violence and at-risk youth populations, deteriorating properties, growing levels of poverty and an increased need for community intervention.

Ratio of LMI residents: 62% of gardeners are below 125% poverty level (reported, 2013). There are 28 Families and 5 languages spoken (information from 2008-2014).

Size of gardens: 32 20x20 plots; Kids Garden comprises four full plots or 1,600 square feet

Real/perceived challenges to resident engagement in neighborhood: North and West sides of Garden border Apartment Buildings. Not many apartment residents are gardeners. The biggest challenge is showing these residents the benefit of community gardening and how it is done, and after they take interest, how to keep their interest so they willingly participate and visit their plot weekly. Meadowood Community Garden offers guidance to new gardeners, but these new gardeners have to want to learn how to garden, and take interest in determining what to plant, how to plant, harvest, store, and cook the food.

One potential asset is the new shared space between Library and Center. This space will have a kitchen and hope to offer a fall harvest class showing residents how to store and cook produce from the garden.

The community center has also gone under renovation and has a few classrooms that are available to use. These classrooms can be used to educate any gardener in the Madison/Dane county area on specific topics of interest (proper watering techniques, creating compost in your plot, seed saving, weed prevention, great winter crops for storage etc.) sponsored by the Meadowood Community Garden with help from the UW Extension Master Gardener Program. There is also an opportunity to show documentaries (Food Patriots, urban gardening programs etc) and have a discussion follow.

The Meadowood Community Garden also has a large Kids' Garden. Seasonal support (volunteers, staffing) is needed to keep this summer to keep the program going. The summer MSCR camp utilizes the garden (daily or weekly) for hands experiential gardening class for those in their program. The Meadowood gardeners hope to host a monthly Kids garden program in the evenings to supplement the MSCR program and allow local youth (beyond MSCR summer program) to participate. ORE and Toki also have school gardens so local youth are already participating in garden-based activities during the school year. We envision bridging garden-based educational experiences for youth during the summer and building awareness of community garden and the benefit of growing your own food.

Neighborhood and garden assets: Landlord Ernie Horniek, coordinated High School Volunteers and provided hands-on garden support in 2014 (cleared trash, installed fence, mulched paths, tilled food pantry plot, cleaned up Kids Garden); MSCR staff at the Meadowood Community Center; SW Madison Police help keep vandals out of the garden and address kids' negative activities. Police are always available for questions/concerns and comments; there is new office space in Meadowood Shopping Center (Craig Knutson).

Rationale for Truax Community Garden:

The current Truax Community Garden started in 1990 on CDA land, behind the East Madison Community Center. It is now entering its 25th season. Because of the garden's rapid demographic change within the last three years, there has been a challenge with the lack of leadership among gardeners. Furthermore, the new CDA housing development forced the relocation of the Truax Community Garden to the north of the previous garden, expanding its size to create more gardening space for new CDA tenants. In addition, the garden is planning to collaborate with the new Porchlight housing facility that is currently being constructed on the same CDA land.

Ratio of LMI residents: 56% of gardeners (reported, 2013) were below 125% federal poverty level. Gardeners include 4 English speakers, 1 Vietnamese, 1 Laotian, 1 Latino, 15 Hmong; 13 current CDA residents, 2 gardeners are families of CDA residents.

Size of gardens: 25 full plots (20x20'), 4 raised beds, 1 kids' garden

Real/perceived challenges to resident engagement in neighborhood: New location of the garden due to CDA development, garden expansion resulting in need of more resources and assistance, language/cultural differences, socio-economically challenged; new needs for gardening programming.

Neighborhood and garden assets: CDA and CDA Housing staff; East Madison Community Center has always provided a space for gatherings and registration. The community garden in collaboration with CDA is committed to serving CDA residents. There is kids' garden used by East Madison Community Center as a learning space for residential children attending its programs. Alder David Ahrens has been very supportive of the community garden in its transition to the new garden space. As a result of the garden expansion, the kids' garden will be providing accessible fruit trees and edible landscaping to the community.

Rationale for Lindbergh Community Garden: Description:

The garden started in 2011 on school ground; it is now entering its fifth growing season. Since the beginning, the garden has always had challenges with leadership among gardeners. The root causes are due to language, cultural, and communication barriers. In addition, there have been a lack of community and school support. The community garden has always been secluded and alienated; it has very limited access to assistance and resources.

Ratio of LMI residents: 95% of gardeners are SE Asian and residents of Kennedy Heights Townhome.

Size of gardens: Half of the total garden space is used by gardeners (20 half-size plots, 10x20'), the other half is used by Lindbergh Elementary School.

Real/perceived challenges to resident engagement in neighborhood: Language/cultural differences, disconnection, lack of resources and assistance, and lack of communication between gardeners and school garden, high-needs gardeners

Neighborhood and garden assets: Lindbergh Elementary School has given the community garden access to water from the school wall spigot; Teachers use the garden as a teaching ground for students; Kennedy Heights Community Center provides a space for registration and garden related gatherings.

Rationale for Brittingham Community Garden:

After several contentious years of planning, Brittingham Community Garden broke ground in 2013. Now entering its third growing season, Brittingham Garden offers bountiful harvests and beautiful views, but lacks strong leadership among gardeners and among neighborhoods. One challenge is the short timeline; Brittingham Garden is a nascent garden geographically and psychologically located between two socio-economic extremes (Monona Bay Neighborhood Association and the Triangle Neighborhood composed of the Bayview Foundation, Parkside and Brittingham Apartments). The gardeners are not necessarily the original visionaries and bridging cross-cultural and socio-economic differences has been slow and difficult. Another challenge is the lack of partner organizations dedicated to long-term community engagement. With the loss of Community Action Coalition and the decreased capacity of Freedom, Inc. to serve the garden (50% of gardeners are SE Asian elders), community development efforts have stagnated.

Ratio of LMI residents: 53% of gardeners (reported, 2013) are below 125% of federal poverty level including SE Asian elders and residents of CDA Bayview housing.

Size of gardens: 39 half-size plots (10x20'), 1 intergenerational plot, 4 accessible raised beds

Real/perceived challenges to resident engagement in neighborhood: SES extremes, language/cultural differences, garden opposition (from homeowners in neighborhood), high-needs gardeners that are new to gardening or benefit from social support.

Neighborhood and garden assets: City of Madison Parks Department, CDA Housing staff, the Bayview Community Center, Neighborhood Police (Kim Alan) and the Mayor's office have been extremely supportive of the project (City installed deep water line in 2014); many local residents give positive feedback about garden, Brittingham Boats (Tyler Leeper) has partnered for garden events. There is a keen and growing interest from community members who wish to garden at this location (wait list of 40 people). The segue between Brittingham Park and the garden is a flower border added to increase aesthetic appeal and support native pollinators – exemplifying goals of city Pollinator Task Force. The Monona Bay Neighborhood Association is spearheading fundraising effort for public art installation plus fencing and seating for garden. Brittingham Park offers open space and opportunities for place-making and community-building. The Bayview Community Center provides gathering space for meetings and events. A final asset is the location: the garden provides easy access for those who use wheelchairs, bicycles, strollers or walk. The adjacent playground increases the "place-making" impact of Brittingham Community Garden.

b) Describe program outreach and engagement strategies.

The guiding framework for the Community Garden Leadership Program's outreach and engagement (for Community GroundWorks staff, interns, mentors and Gardens Network members) specifies direct engagement with each garden leadership team using these strategies:

- Spring one-on-one Leadership Orientation with garden leadership team* – Leadership 101 (timeline, expectations, process for 2015)
- Weekly check-ins (on site, by Gardens Staff), weekly updates on Gardens Network website
- Monthly training: neighborhood-based peer leadership training (topics include Asset-based community development (ABCD) and community engagement, communications strategies, effective meeting, intercultural communication and dispute resolution, event planning, gardening skills/trouble-shooting, volunteer management,
 - Monthly garden work day (commons)
 - Quarterly garden tour (Northside group, SW group) – summer, fall
 - Seasonal garden improvement project (e.g., garden mob, art installation, sand box)
 - Annual Summit with leadership training (e.g., ACGA trainers or local facilitators)
 - Annual evaluation

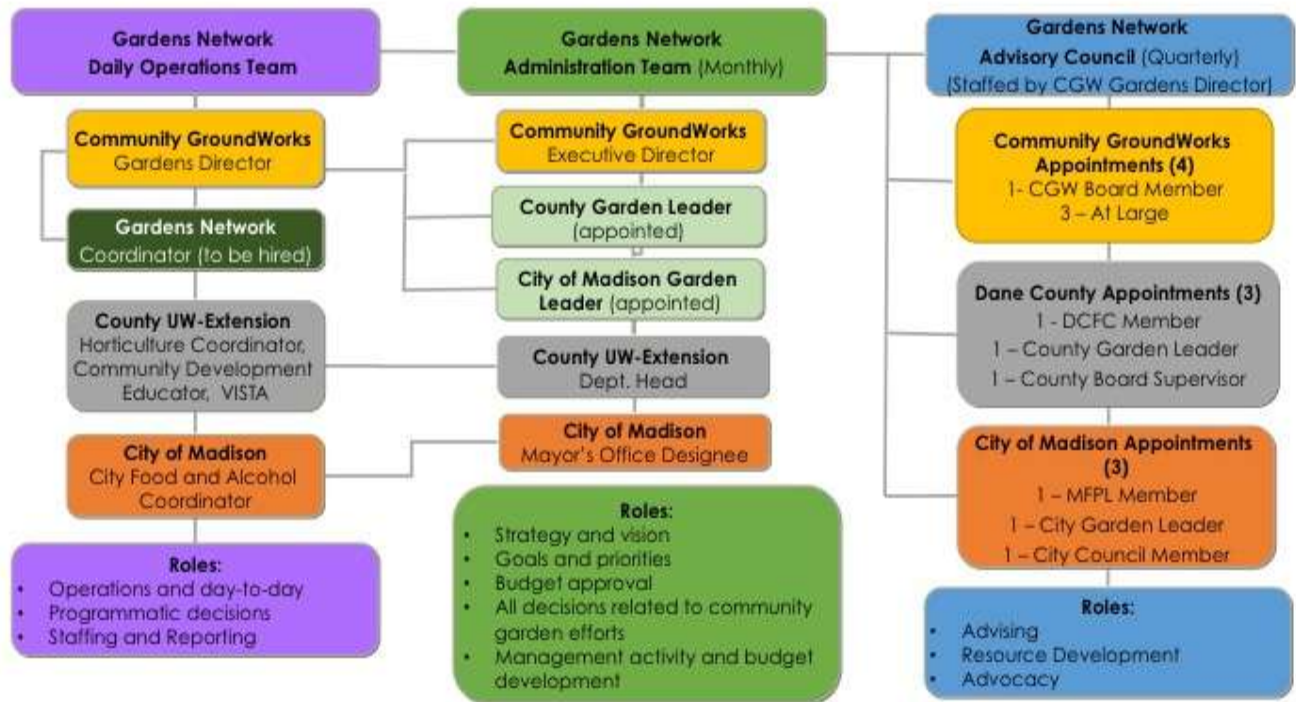
* YOUTH MEMBERS are included as emerging leaders and intergenerational and cultural liaisons. These teen apprentices will be mentored by garden leaders and Community GroundWorks Staff.

c) Describe and plans to develop sustainable leadership at selected gardens.

Through the proposed framework, we will strive to create leadership *teams* at each garden site including emerging leaders, mentors, and youth apprentices. We believe strongly in shared responsibility to create resiliency and sustainability within the garden community which ideally translates to other neighborhood-based initiatives. Relationships with garden leaders, mentors and emerging leaders will be nurtured on a weekly, monthly, quarterly/seasonal and annual basis through the framework outlined above.

d) How will this program connect local gardeners and garden leaders with City-wide garden activities and garden policy processes?

Gardens Network Governance Model



e) How will language access, cultural responsiveness and literacy considerations be addressed?

In an effort to respond effectively to language, culture and literacy needs, staff and volunteer recruitment will focus on these skills. In addition, garden leadership support will be offered in situ, in multiple languages and via culturally appropriate methods (e.g., working with Hmong women's group at Kennedy Heights - garden leaders of Lindbergh Community Garden - in Hmong, in collaboration with trusted liaison). We will mentor youth apprentices, encouraging them to become liaisons within community gardens and next-generation leaders of our community initiatives.

3. Focus areas:

a) Describe the neighborhoods in which the selected community gardens are located including demographics of the area, such as race and ethnicity, income ranges, distribution of rental and home ownership, English language proficiency, important community assets, and other relevant criteria.

Neighborhood descriptions based on 2010 Census data reported in the Madison Neighborhood Indicators 2013:

1. Greentree Neighborhood (Hammersley Community Garden) has a higher than average percentage of Black residents (11%) than City overall (7% City-wide); there is a high youth population (23%) and senior population (15%) compared with City averages (17.5% and 9.6%). Median income is above average, but home value is below City average. Garden assets include Falk Elementary, Meadowood Community Center and the Meadowood Public Library.

2. Allied-Dunn's Marsh Neighborhood (Marlborough Community Garden) has an extremely high percentage of youth (35% under 17) and low senior population (4%). There is a very high percentage of both Black (33%) and Latino (24%) populations compared with City averages (7% Black, 7% Latino). The percentage of female-headed families with children (21.4%) is also much higher than the City average of 5.3%. Nearly 78% of housing units are rented while City average hovers around 50%. Median income is approximately 9% less than average and house value is about half of City average. Garden assets include City of Madison Parks Department, MSCR Allied Learning Center, HeadStart, Dunn's Marsh Neighborhood Association, Allied Drive/Dunn's Marsh Neighborhood Association, Boys and Girls Club, and Dream Bikes. Marlborough Park offers open space and opportunities for place-making and community-building. The Prairie Unitarian Universalist Society provides a gathering space for meetings and events.

3. Meadowood Neighborhood (Meadowood Community Garden) has higher than average percentages of Black (13.7%) and Latino residents (10.2%), youth (25.3% under 17), seniors (12.6%) and female-headed families (8.7%). Most housing is owner occupied (70%), but house values are almost one-third lower than the City average. Median income is higher than City average. These findings illustrate the intermittent pockets of poverty described above – Public Health and Police narratives describe the neighborhood bounded by Russett Road, Balsam Road and Leland Avenue as significantly challenged. Assets include the Meadowood Community Center, Meadowood Public Library, Toki Middle School, Orchard Ridge Elementary School, Good Shepherd Church and the SW Madison Police force.

4. Carpenter-Ridgeway Neighborhood (Truax Community Garden) includes a large population of renters (58%) and growing populations of Asian (3.6%), Black (12.1%), and Latino populations (14.6%, now much larger than City average of 7%). Unlike other areas described, the youth and senior populations are below average in this neighborhood. The median household income is almost one-third less than City average and the average house value is 40% less in this neighborhood. Neighborhood-scale data do not completely capture the nuances of this neighborhood; the CDA housing development falls within the Carpenter-Ridgeway boundaries, but the reported statistics do not reflect income or ethnic diversity within this particular housing development (and site of the community garden). Garden assets include CDA and CDA Housing staff; the East Madison Community Center, MATC and Alder David Ahrens.

5. Kennedy Heights Neighborhood (Lindbergh Community Garden) falls outside of the Lake Hill and Nobel Park Neighborhoods. As a result, "Madison Neighborhood Indicators 2013" does not specifically include this part of Madison. Kennedy Heights Neighborhood includes 104 units of townhouse apartments for families with children. The neighborhood includes Lindbergh Elementary School and the Kennedy Heights Community Center whose mission is to serve low to moderate income families. The center offers translation for Hmong residents, regular programming for children, youth and adults and a weekly food pantry. Community garden assets include Lindbergh Elementary School (water access and land tenure) and the community center.

6. Monona Bay Neighborhood (Brittingham Community Garden) includes only 10% owner occupied units, though these units are valued higher than City-wide average. There is an extremely high population of Asian residents (25.5%) compared with City average of 7.3%; there are also higher than average populations of Black (9.8%) and Latino residents (8.7%). Relative to City averages, there are few families with children in this neighborhood (11.3% vs. 20.9% for City) – the close proximity to the University of Wisconsin-Madison most likely impacts this statistic as well as the high percentage of renters and lower median income (77% less than average). As with other neighborhood descriptions, this data does not fully capture the nuanced story of the area. In particular the CDA housing development and Bayview residences within the "Triangle" comprise a large percentage of low income residents and refugees from SE Asia. Assets in this neighborhood include the City of Madison Parks Department, Brittingham Park (playground, paved walkways), Madison Police Department (Officer Kim Alan), the Monona Bay Neighborhood Association, and Brittingham Boats (Tyler Leeper).

4. Project Goals and Objectives:

a) Describe the specific program goals and objectives, and proposed measurable outcomes.

Program Goal 2 (Social Capital): to strengthening social connections and improve social well-being. Specifically, our objectives are to increase participation in each garden-based leadership team, to improve retention of garden leadership members, to increase membership and participation of target gardens/gardeners in the Gardens Network, to foster neighborhood networks of garden mentors, garden leaders and emerging leaders (seasonal multi-garden tours, shared events), to hold garden events within gardens, across neighborhoods, and across the Garden Network, such as the Harvest Potluck and the annual Garden Leadership Summit.

Program Goal 1 (leadership and gardener trainings): to provide site-specific support for both gardeners and garden leadership teams. Specifically, our objectives are to increase awareness of, knowledge of, and understanding of leadership topics; to support the practice of leadership skills at gardens and events; and to build confidence of garden leaders through mentorship, networking, shared learning and leadership training.

b) Describe specifically how those outcomes will be measured.

Dane County UW Extension will develop and lead implementation of a comprehensive evaluation plan that includes both quantitative and qualitative measures. The evaluation plan will be developed with the Garden Network partners to address the goals and objectives identified in this proposal. The plan will include garden leader and gardener surveys, meeting and summit evaluations as well as garden and meeting participation numbers and youth and neighbor involvement in the gardens.

Specifically, we will collect and evaluate quantitative data (events, trainings, work days, meetings):

Total audience reached (all gardeners) – direct end users

Number of community garden plots impacted by project (sum of gardens)

Number of people who attend the neighborhood/community garden events

Number of residents reached through garden social media outreach

directly involved in leadership development

of youth involved in projects and programming

of youth involved in leadership development

of mentors connected to garden leadership teams: 2 mentors per target area

attendees Summit

Retention rates of leadership

We will also collect and evaluate qualitative data through interviews with garden leaders, event participants and individual gardeners.

5. Program Timeline:

a) Provide proposed timeline for critical program activities, including start and completion dates.

Meeting 1 (April-May): ORIENTATION (relational meeting, one-on-one session to create garden goals' timeline, identify seasonal goals, garden project ID). Each site will identify unique needs/interests and Gardens Network will hone leadership materials to address these needs.

Meeting 2 (May): monthly team leadership meeting at each site; identify potential garden improvement or mini-project to complete by end of season (for each site). Meeting topic: garden management and shared leadership (or other identified site-specific topic).

Work Day (May): provide staff support for monthly garden work day

Meeting 3 (June): monthly team leadership meeting at each site. Meeting topic: problem-solving process (community resources), volunteer engagement and support.

Work Day (June): provide staff support for monthly garden work day

Meeting 4 (July): monthly team leadership meeting at each site. Meeting topic: communications strategies, effective meetings, garden communication best practices. Plan inter-garden tour with Northside gardens.

Work Day (July): provide staff support for monthly garden work day

July Event: Southwest Gardens tour.

Meeting 5 (August): monthly team leadership meeting at each site. Meeting topic: asset-based community development (ABCD) and community engagement (or other identified site-specific topic).

Work Day (August): provide staff support for monthly garden work day

Meeting 6 (September): monthly team leadership meeting at each site. Meeting topic: conflict resolution

Work Day (September): provide staff support for monthly garden work day

September Event: Northside Gardens tour.

Meeting 7 (October): monthly team leadership meeting at each site. Meeting topic: event planning - opportunity to join Summit Planning team.

Work Day (October): provide staff support for monthly garden work day - closing of gardens; winterize.

Meeting 8 (November): Neighborhood-based or City-wide Harvest potluck (planned and facilitated by gardens with support from CGW staff).

Meeting 9 (December): monthly team leadership meeting at each site. Meeting topic: Evaluating garden year - feedback and interviews for qualitative evaluation. Planning for Summit.

Meeting 10 (January): monthly team leadership meeting at each site. Meeting topic: Garden year overview and registration preparation.

Annual Leadership Summit (February)

6. Program Funding:

- a) Identify all other funding that has either been secured or you anticipate receiving to support this program.

The gardens in this project are part of a larger Dane County-wide Gardens Network partnership that is just getting off the ground in Dane County. At this time, the Gardens Network has funds from the City of Madison, and Community GroundWorks and Dane County UW Extension have committed operational and staff support to the overall garden network. This project will benefit as mentoring, sharing of resources, planning, expertise, and a growing garden leaders movement are developed.

Dane County UW Extension will provide direct staffing for the gardens identified in the program description (above) by assigning staff as well as volunteers (e.g. Master Gardeners, AmeriCorp VISTAs, interns) to the project sites. Funding from Dane County UWEX totals \$18,884 in staff time and benefits. In addition, there will be approximately \$12,006 of in-kind volunteer time contributed to the project by Dane County UWEX.

The City of Madison has provided the Gardens Network \$25,000 in funding for 2015. Those funds will directly benefit this project as a leadership structure and programming is implemented during this growing season.

- b) Describe projected funding needs and sources for this program during the next 3 years.

As a new, startup program, the Gardens Network, of which the CDBG gardens are a part, is still in the process of identifying needs and projecting costs over the next few years. The partnership (Dane County UWEX, City of Madison, and Community GroundWorks) worked with Forward Community Investments to develop a business plan, which outlines projected growth and costs over several years. There is a short term strategy to seek funding and engage other municipalities. At this time we anticipate a 3% increase in staffing costs for this project each year over the next three years, plus income to offset the operational and infrastructure expenses being donated in 2015.

The aspects of infrastructure that are vital to the success of garden leadership at the sites identified in this proposal relate to communication, outreach, building diversity, and providing training, networking, and support to leaders. They also include website and database, marketing materials, fund development infrastructure and evaluation. For 2015 and 2016, Community GroundWorks and Dane County UWEX expect to donate most, if not all, of these expenses.

After this year, funding to support operations and the real costs associated with this program will not be as readily available from the partner agencies, and other funding will have to be secured. At this time, exact costs projected over the next three years are not available, but will be developed over the course of the year as operational and program leadership is developed.

7. Program Budget:

Summarize your program and budget by estimated costs, revenue, and fund source.

BUDGET EXPENDITURES	Total project costs	Amount of funds requested	Amount of other funds	Source of other funds NON-City	Total Agency Budget
A. Personnel Costs (Complete personnel chart below)					
1. Salaries/Wages (show detail below)	67,710	41,526	26,184	Dane UWEX	441,102
2. Fringe Benefits and Payroll Taxes	22,960	11,474	11,486	Dane UWEX	93,251
B. Program Costs					
1. Program supplies and equipment	1,000	1,000			43,791
2. Office Supplies					2,349
3. Transportation					4,250
4. Other (explain)					70,000
C. Space Costs					
5. Rent/Utilities/Telephone					16,764
6. Other (explain):					0
D. TOTAL (A + B + C)	91,670	54,000	25,000		671,507

Explanation of "Other" expenses: (500 characters)

General Operating: Marketing, advertising, printing, postage, permits, audit, bookkeeping, insurance, fundraising expense, etc.

8. Personnel Chart: Please list all paid staff that will be working on the proposed program/project.

Title of Staff Position	F.T.E.*	Proposed Hourly Wage*
Executive Director	.05	\$28.85
Admin. Assistant	.06	\$12.62
Bookkeeper	.12	\$16.15
Land and Gardens Director	.10	\$18.15
Community Gardens Coordinator	.74	\$14.50
Intern I	.14	\$7.25
Intern II	.43	\$8.50
TOTAL	1.65	

*FTE = Full Time Equivalent (1.00, .75, .50, etc.) 2080 hours = 1.00 FTE Please identify FTE that will be spent in this project.

****Note: All employees working in programs receiving funds from the City of Madison must be paid the established Living Wage per City of Madison Ordinance 4.20. Effective January 1, 2015 – December 31, 2015, the Living Wage will be \$12.62 per hour.***

9. Fiscal Agent Relationship (if applicable): If applicant organization is not a 501(c)(3) this section must be completed. If applicant is a 501(c)(3) please skip to the Signature Page.

Fundamental expectations of the Fiscal Agent and Applicant relationship:

- The Fiscal Agent should read this application and have confidence that the applicant agency will be able to successfully implement the proposed project or program.
- The Fiscal Agent will accept allocated funds from the City of Madison for the identified program or project and reimburse the applicant for expenses incurred performing the work of the contracted program.
- The Fiscal Agent and the applicant agency will jointly decide who will provide and purchase the necessary insurance coverage for the identified program.
- The Fiscal Agent will ensure that the funded project or program is in compliance with City of Madison Purchase of Service Contract requirements, including but not limited to Living Wage requirements, Non Discrimination and Affirmative Action, and equal benefits protections.

Applicant is expected to provide the Fiscal Agent with the Fiscal Agent Commitment Form. Please indicate date and staff person that received the form.

Date: N/A

Staff person:

Position:

Telephone Number:

-SIGNATURE PAGE-

1. Affirmative Action:

If funded, applicant hereby agrees to comply with City of Madison Ordinance 39.02 and file either an exemption or an Affirmative Action Plan with the Department of Civil Rights. A model Affirmative Action Plan and instructions are available at <http://www.cityofmadison.com/dcr/aaplans.cfm>.

2. Living Wage Ordinance:

All employees involved in programs supported by City of Madison funds must be paid the established Living Wage as required under City of Madison Ordinance 4.20. Effective January 1, 2015 through December 31, 2015 the Living Wage will be **\$12.62** per hour. For more information on Living Wage requirements, go to <http://www.cityofmadison.com/finance/wage/>.

3. City of Madison Contracts:

If funded, applicant agrees to comply with all applicable local, State and Federal provisions. A sample contract that includes standard provisions may be obtained by contacting the Community Development Division at (608) 266-6520.

If funded, the City of Madison reserves the right to negotiate the final terms of a contract with the selected agency.

4. Signature:

(Any applications submitted without a signature will be considered incomplete and will not be considered for funding.)

Applicant Signature:

Enter Name: Karen von Huene

By entering your initials in the box,

You are electronically signing your name and agreeing to the terms above.

Date: 3/18/2015