Entrepreneurial Community Gardens

Growing Food, Skills, Jobs and Communities

Gail Feenstra, Sharyl McGrew and David Campbell

University of California
Agriculture and Natural Resources
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Preface

In the summer of 1996, the UC Davis campus formed a partnership with the Del Paso Heights/Strawberry Manor community of Sacramento to develop an economic development, community revitalization and educational project. Project YE'ES (Youth Economic and Educational Sustainability) involved UC Davis, the Mutual Assistance Network (MAN), the Grant Unified School District, the American River Community College and the Sacramento Housing and Redevelopment Agency in forming a youth business enterprise program. The project sought to integrate urban agriculture and community landscape design in order to promote higher education for the community's youth.

The UC Sustainable Agriculture Research & Education Program agreed to support this university-community partnership through an applied research project that would provide information about already existing entrepreneurial urban agriculture projects—how they were started, what it takes to make them "work," how successful they have been in contributing to economic development, and what lessons might be learned for potential new projects.

Community gardeners, community organizers and entrepreneurs, personnel from economic development organizations, nonprofits interested in urban agriculture, Cooperative Extension and institutions of higher education, local government and all those who work with entrepreneurial garden groups will find the results of this study useful.

We wish to thank the 27 garden projects and several dozen community garden experts that graciously shared their time with us, providing valuable information and insights about the development of entrepreneurial community gardens. Their community-building work, their successes and their failures, have laid the foundation for future projects.

This report is the result of our two-year study of these projects.

Introduction

Community gardens have long been appreciated for their multiple social, aesthetic and health benefits (Blair, et al., 1991; Malakoff, 1995; Nelson, 1996; Patel, 1991; Tinker, et al., 1992). Recognized in developing countries as providing important nutritional and economic advantages for households (Marsh, 1996; Moskow, 1997; Smit, et al., 1992), community gardens in the U.S. are increasingly being viewed as strategies for community economic development. As Funches (telephone interview, 12/15/98) points out, "Just as commercial agriculture has a 'ripple effect' on the macroeconomic level, small scale food and specialty crop production have the potential for the same effect on the micro, or community level." The purpose of this study is to objectively assess the ways in which "entrepreneurial" or "market" gardens create a "ripple effect" or enhance economic development in their local communities.

A few highly publicized success stories and the new funding made available by the passage of the Community Food Security Act in the 1996 Farm Bill, have boosted linkages between community gardens and economic development in projects nationwide (Cook, 1997). Innovative projects are using gardens to create jobs, provide job training, spawn value-added businesses and other economic development activities. Welfare reform and reductions in the federal "safety net" create additional incentives for low-income communities to "invest" in entrepreneurial community gardens.

Quite apart from this recent history, economic development has been and will remain a major concern facing most local communities (Ayres et al, 1990; Fossum, 1993; Green, et al., 1994; Kinsley, 1992; Thomas, 1990). As an alternative to the adoption of tax incentives, provision of financial incentives, new constructed buildings and the other traditional ways in which local governments attempt to attract jobs and generate income, many policymakers are encouraging communities to promote growth through the use of local resources. This strategy allows communities to retain local control of new enterprises and activities, limit population loss, create jobs, recirculate money in the local community and make communities less dependent on external organizations and agencies. Pablo Gutman, director of the Centro de Estudios Urbanso y Regionales in Buenos Aires notes a parallel sentiment about community gardens:

> We have evaluated urban gardens in relation to other urban food programs (price subsidies, ration distribution, food coupons). We concluded that, although urban gardens cannot replace other types of strategies, they surpass other programs of income redistribution because they generate income independence, where others generate dependency. They make use of idle resources, improve the quality of the family's and the neighborhood's environment, increase the amount of available resources and create new bonds between the urban and the natural environment, which seem increasingly important for a city as a whole.

Innovative projects are using gardens to create jobs, provide job training, spawn value-added businesses and other economic development activities.

> The characteristics of the urban gardens make them an initiative that meets much of the principles of a local development based on self-reliance (Gutman, 1992, p. 22).

Entrepreneurial community gardens are recognized as a potential strategy for meeting multiple community needs, addressing both food security and economic development simultaneously. To date, little research has been done to gauge the success of these new "entrepreneurial" or "market" gardens, to describe the conditions under which they prosper or fail, or to provide comparative data which would help new projects judge their own capacities. Frohardt (1993) offers brief profiles of five urban gardening programs in four states that have evolved to include a revenue generating component. She finds that market gardens offer exciting opportunities for economic return, new training forums and attracting new program partners, but their successful implementation presents significant challenges. Key factors include: adequate start-up funding, and the choice of a product(s) that are geared to the skills and interests of community participants, growing conditions, and available markets. She suggests that before pursuing entrepreneurial projects, participants weigh the costs and benefits against a more traditional community gardening program.

A survey of 22 gardens nationwide conducted by Laura Lawson (1996) and Marcia McNally (Lawson & McNally, 1995) provides some of the most thorough analysis of community gardens, focusing on economic, educational and training opportunities, predominantly in low-income areas. Although operational budgets ranged widely (for all gardens surveyed) from $10,000 (not including staff) to $275,000 (staff included), most considered themselves financially insecure. Lawson suggests that the people and organizations working with these entrepreneurial gardens need to address three main issues: the long-term viability of the garden, especially for those groups relying on strong staff leadership; marketability and the business skills necessary to manage an entrepreneurial garden; and the environmental, social and economic sustainability of these gardens. A key question raised by the research is the need to reconcile a non-profit, social service perspective with a business operations perspective focused on generating profits.

Our study focused specifically on entrepreneurial gardens, seeking to answer the following questions:

- What products and marketing strategies have worked and under which conditions? Which have failed?
- How much income is being generated from these gardens?
- How many jobs (full or part-time) have been created and at what levels of pay?
- What kind of training do these gardens provide and how effective is this training in building job-readiness?
- How much land and capital are required for a successful entrepreneurial garden and where does it come from?

- What are the typical operating costs of such gardens? What are the overall annual expenses?
- What percentage of the expenses can be covered by sales of products from the garden? What is realistic? To what degree can these entrepreneurial community gardens be self-sufficient?

In addition, we asked questions about the relationship of the garden to the surrounding community:

- How widespread is community support and involvement in the project?
- What opposition exists?
- What evidence is there that the project has had beneficial effects on other aspects of community life?
- What individual benefits do these gardens provide?
- How does the project sustain itself over time given the potential for staff burnout, loss of initial enthusiasm and turnover of key personnel?
- Are there unique community contributions that make projects successful?
- What experiences and knowledge do local leaders bring to these projects to make them successful?

Methodology

Beginning in the fall of 1996, we used existing bibliographies and databases of community gardens to identify potential entrepreneurial community gardens. We focused on gardens in California but included those in other states as well. We also contacted the American Community Gardening Association (ACGA), the Appropriate Technology Transfer in Rural Areas Program (ATTRA), Center for Urban Education about Sustainable Agriculture (CUESA), the Community Food Security Coalition, and community gardening experts nationwide to help us identify specific gardens and critical questions related to entrepreneurial gardens. (See Appendix A for general community gardening contacts). Our initial list comprised about 25 potential California gardens and 42 potential gardens in other states. (See Appendix B for a list of entrepreneurial gardens in California and Appendix C for a list of entrepreneurial gardens across the United States). Each of these initial gardens was called and asked to provide general information about the program, particularly about efforts to enhance economic development in their communities. (See Appendix D for a list of our interview questions.)

By February 1997, we had established criteria for our definition of "entrepreneurial community garden." We defined "entrepreneurial community garden" as any community-based garden that included a formal component in which garden products were sold or community residents were employed, or both. Our initial interviews indicated that community gardens were enhancing economic development most directly by (1) selling some of their product, (2) by training and employing community residents, or both. There were multiple innovative variations of these activities that will be discussed in the next section. All but one of the gardens were non-profit operations. We included one for-profit business, Kona Kai in Berkeley, California, because it provided some interesting insights about some of the key issues entrepreneurial gardens have to face. We selected entrepreneurial gardens that had been "in business" for at least one year, preferably longer, so that we knew they had gone through at least one full growing season.

In March, 1997, we narrowed our list of gardens to 20 in California and 16 nationally that appeared to meet our criteria. Each of these gardens was contacted by telephone for a more extensive interview. We gathered information on the following variables:

- Site: size, number of sites, land tenure, facilities (greenhouses, etc.), start-up funds required;
- Production/marketing model: crops grown, facilities used, food sold fresh, amount sold/given to low-income population, markets, cooperative vs. individual production, value-added production, sales, business plan;
- Targeted population;
- Jobs/employment: number of employees, percent time, wages, number of staff, percent time, wages;

- Economic self-sufficiency: total operating expenses, payroll, total expenses, percent of total expenses covered by sales;
- Training: type, delivery of training;
- Fundraising: grants, donations, in-kind, other; and
- Benefits: individual, community

By June 1996, we determined that 15 California gardens (including five case studies) and 12 gardens nationally fit our criteria, for a total of 27. All of these received follow-up phone calls in the summer and fall of 1997 to fill in as much quantitative data as possible. These 27 projects do not represent a comprehensive list of the many innovative entrepreneurial garden projects nationwide. Since we began our study, we have learned of other projects and new projects are starting all the time. However, our sample is large enough to represent the diversity of projects that currently exist.

We selected five entrepreneurial gardens in California for in-depth case studies. These cases represent five of the most innovative and "successful" gardens in California. We intentionally chose projects that displayed a diverse range of production, marketing, and training models. They range in size from a 1/8-acre plot to a 13-acre piece of land with multiple plots. Gross sales ranged from $6,000 per year to nearly $300,000 per year. Employed participants included high school students, homeless people, war veterans and low-income community residents. The case study methods included in-person interviews, site visits, collection of written materials and several follow-up phone calls to fill in missing information. The case studies allowed us to explore issues of program management, financial management, the difficulties inherent in organizing around multiple objectives, long-term sustainability, land tenure, the costs and benefits of value-added products, intangible community costs and benefits, and local leadership development. Each case has a unique story that provides useful insights about how and why these gardens have successfully contributed to the economic and social development of their communities.

Results

The 27 entrepreneurial gardens we selected represent a diverse set of 1) sites, 2) production and marketing models, and 3) employment strategies. Although only one of them is able to fully support their program through product sales, they each achieve some measure of tangible economic development.

Site

Most of the gardens we interviewed were located in the western United States. Fifteen of the 27 gardens were located in California (Figure 1). In the 12 gardens we interviewed outside of California, four were from the West, two from the Midwest, four from the South and two from the East (Table 1).

Most of the projects (23 out of 27) operated from community-based sites. Four projects operated from public housing sites and four from school sites. Almost half of the projects had multiple sites; usually two-to-four sites. A few had as many as nine or ten sites. Most sites were relatively small (one to two acres), although they ranged from one-quarter acre to 13 acres. The average was about two and a half acres per site (Figure 2).

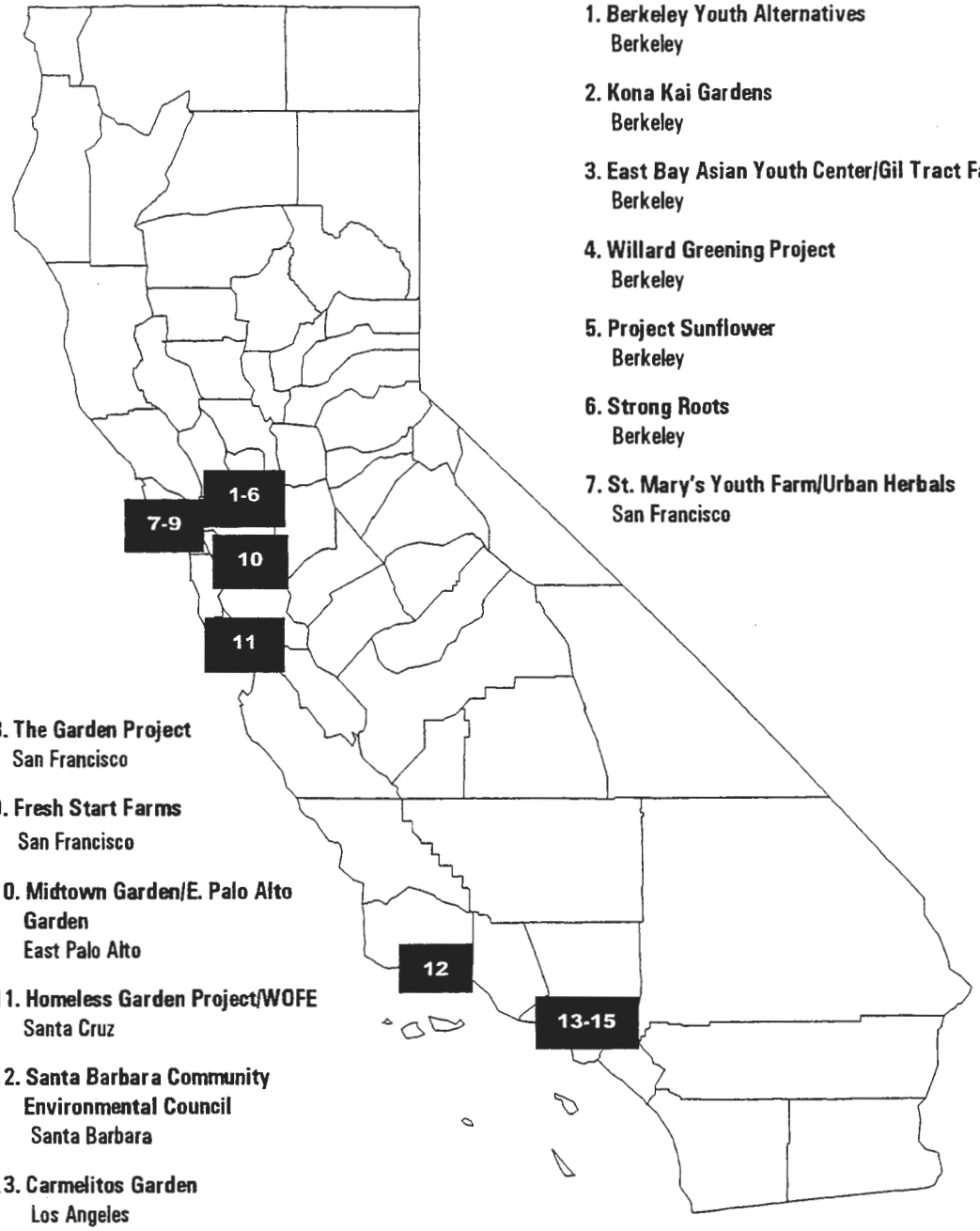
Several of the projects that were operating on only one-quarter to one-half acre indicated that the site was too small to run a viable market garden and they were looking to expand their acreage. One project leader suggested that two acres is a minimum for market gardens. Those projects with more acreage had greater flexibility to do a variety of things. For example, the Common Ground Garden Project in Los Angeles uses part of its four-acre site to run a nursery and has converted one-half-acre to plots for growing vegetables for market. Several projects, including the Garden Patch in Berkeley, California, the Vets Garden in Los Angeles, California, and SEEDS garden in Durham, North Carolina use some of the space for community plots. If more space is available, multiple uses are more likely and can benefit each other. Market and community gardeners often interact and share expertise, for example. The multiple use site also allows for the expansion and contraction of the market garden as seasons or circumstances change.

As is typical for community gardens, the land for most of these projects was not secure over the long-term. Gardeners obtained their land in a variety of ways: leasing it from the local community, borrowing land from institutions such as schools or hospitals, and acquiring donated land from cities, schools or individual property owners. The city redevelopment agency or the parks and recreation department were two city agencies that helped groups obtain land. Community land trusts were involved in land acquisition in two cases (Tacoma, Washington and South Providence, Rhode Island).

Almost all of the entrepreneurial garden programs started as community gardens, food bank gardens, school gardens or public housing gardens first and

Almost all of the entrepreneurial garden programs started as community gardens, food bank gardens, school gardens or public housing gardens first and added the entrepreneurial component slowly.

Figure 1. Entrepreneurial Gardens in California



1. Berkeley Youth Alternatives
   Berkeley
2. Kona Kai Gardens
   Berkeley
3. East Bay Asian Youth Center/Gil Tract Farm
   Berkeley
4. Willard Greening Project
   Berkeley
5. Project Sunflower
   Berkeley
6. Strong Roots
   Berkeley
7. St. Mary's Youth Farm/Urban Herbals
   San Francisco
8. The Garden Project
   San Francisco
9. Fresh Start Farms
   San Francisco
10. Midtown Garden/E. Palo Alto Garden
    East Palo Alto
11. Homeless Garden Project/WOFE
    Santa Cruz
12. Santa Barbara Community Environmental Council
    Santa Barbara
13. Carmelitos Garden
    Los Angeles
14. Food From The 'Hood
    Los Angeles
15. Vets Garden
    Brentwood

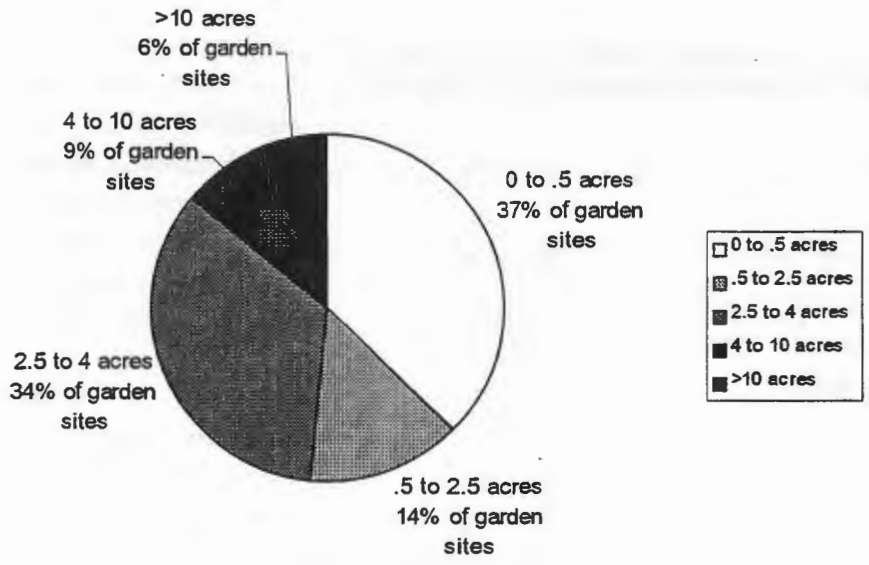
Table 1. Location of National Gardens

Garden	Location
West	
Kauai Food Bank	Kauai, HI
Guadalupe Garden	Tacoma, WA
Seattle P-Patch	Seattle, WA
Miracle Garden	Phoenix, AZ
Midwest	
Community Farm Project	Bloomington, IL
City Greens	Minneapolis, MN
Southeast	
Magic Community Gardens	Asheville, NC
SEEDS Phoenix Garden Project	Durham, NC
Atlanta Urban Gardening Program	Atlanta, GA
Parkway Partners	New Orleans, LA
Northeast	
Centro Agricola	Holyoke, MA
City Farm	S. Providence, RI

added the entrepreneurial component slowly. A few were able to develop their entrepreneurial component relatively quickly, with the assistance of large grants and knowledgeable leadership skills that brought valuable resources to the project (SLUG's St. Mary's Youth Farm, Food From the 'Hood). Even these projects, however, took one to three years to develop the garden and then added a marketing/employment component over time.

The garden start-up costs varied greatly, depending on operational needs (salaries, tools, seeds, irrigation), the condition of the land and infrastructure, and how much community collaboration and in-kind donations were available. Of the ten organizations that provided estimates of start-up costs, the average was about $35,000, most of it in garden manager salary. One community organizer indicated that these programs require a minimum of one part-time coordinator working at least 10 hours/week for one to five years to get established. Several organizations indicated their start-up costs were spread over two to three years because they could only afford a little at a time. The tools, equipment, seeds and irrigation are often provided through in-kind community donations. For those projects that purchased some or all of these supplies, they usually spent less than $5,000. Others had larger grants and the luxury of directing more resources into the program quickly. Although on the surface, it may seem that obtaining a large grant at the beginning of such a project is beneficial, these types of "start-ups" also have risks. Staff activities may become primarily grant driven, to the neglect of building solid partnerships with the community. An already existing, relatively stable community-based organization or institution that has already built a strong base within the community, however, may utilize larger grants more easily.

Figure 2. Distribution of Garden Site Acerage



Production and Marketing Models

All of the projects we interviewed grew fresh vegetables in their gardens (Table 2). A few of these (4 gardens) grew specialty vegetables like baby lettuces, specialty greens or edible flowers. More than two-thirds of the gardens also grew flowers (12), herbs (9), plants or plant starts (4) and fruits (3).

Almost half of the projects (12/27, 44%) used some of what they produced in the garden to make and sell value-added products. These included processed food products such as herbal vinegars, honey, jams, salsas, sofrito (Puerto Rican condiment), hot sauces, salad dressings, dried culinary herbs, herbal teas, herbal sorbets; and non-food products such as wreaths with dried flowers or herbs, dried floral arrangements, fresh floral arrangements, candles, and a variety of crafts. In many cases, gift boxes or baskets were produced for the holidays, generating a significant portion of the sales. Value-added products were processed or made on-site, at the garden or at nearby certified community kitchens if food products were involved (Table 3.) Kitchens were utilized in churches, soup kitchens, mens' shelters and in neighborhood facilities that were rented out for this purpose.

Although flowers were often sold fresh, they were a higher value product than fresh vegetables or fruits and could capture higher prices, especially if they were made into arrangements. Flowers sold at the farmers' markets probably had the least added value while flower arrangements sold to upscale restaurants or at flower stands or

Table 2. Crops Grown for Market

Crop	No. of Gardens
Vegetables	27
Flowers	12
Herbs	9
Plants, starts	4
Fruit	3

Table 3. Value-Added Products

Product	No. of Gardens
Salsa/sofrito/hot sauce	4
Herbal vinegar, tea, sorbet	4
Dried floral and herb products	4
Salad dressing	2
Crafts, candles	2
Jam	2
Honey	2
Fresh floral arrangements	1

retail outlets could bring in significantly higher prices.

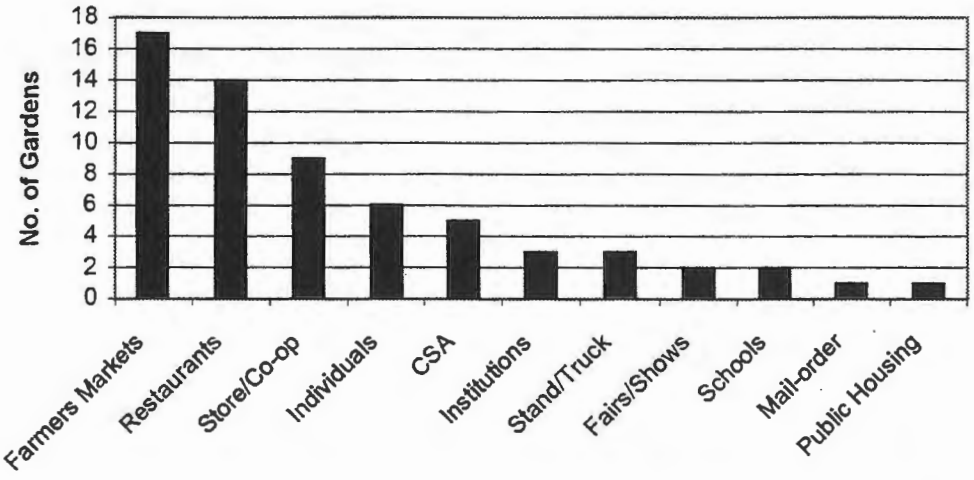
Garden projects sold both goods and services. Sales of fresh and processed products from the garden were the most common way to raise revenue. Almost one-quarter of the projects (6/27) also provided landscaping services to individuals, institutions (such as schools and hospitals) or the city, either through contracts or on a fee-for-service basis. The landscaping services proved to be quite lucrative for several programs, providing the bulk of their income. In three of these cases (plus one additional project without a landscaping service), the projects also had a nursery where plants were started, cared for, and sold or they were used in the landscaping service.

Most projects (24/27) used a cooperative model for marketing their products. In this model, the community gardening organization (usually a non-profit organization) assumed responsibility for organizing the marketing plan, contacting potential buyers or setting up the infrastructure for sales to take place. In three cases, however, individual gardeners grew crops and were responsible for marketing them on their own. These individual sales usually occurred in addition to the cooperative sales. In one case, however, all sales from the garden were the result of individual's efforts they were the only product sales, in addition to a landscaping service. One project had a unique cooperative model in which the community organization organized and subsidized a stand at the farmers' market at which individual gardeners were encouraged to sell their fresh and processed products. In effect, this strategy served as a business incubator for several enterprising individuals, one of whom went on to form her own company.

Projects sold their products through a variety of outlets, and almost always relied on more than one outlet (Figure 3). The most common outlet were farmers' markets (17 projects) and restaurants (14 projects). Retail outlets such as neighborhood groceries, food coops and in a few cases, large chain stores such as Andronico's and Whole Foods were also used (9 sites). Individual neighborhood sales (6 sites) and Community Supported Agriculture (CSA – 5 sites) were used by about 20 percent of the sites. A few sites used produce stands/trucks (3 sites), institutions such as hospitals or hotels (3 sites), fairs, festivals or shows (2 sites), schools or colleges (2 sites), public housing (1 site) and mail order (1 site).

Interviews revealed that most projects started out by selling fresh produce at farmers' markets. This is a low-risk, flexible sales outlet that provides participants

Figure 3. Market Outlets for Garden Products



Most projects started out by selling fresh produce at farmers' markets. This is a low-risk, flexible sales outlet that provides participants with a place to refine their entrepreneurial skills and connect with a friendly public.

with a place to refine their entrepreneurial skills and connect with a friendly public. It also allows garden projects to experiment with crops and production schedules, working out the details before they go to other outlets, such as restaurants and grocery stores, which require a consistent, high quality product. Although sales, except for a few cases, were generally very modest ($5,000 per year or less for the gardens we interviewed), overhead is also quite low, boxes can be recycled, and intensive planning and administration (such as is required with CSAs) is not as important.

Selling to restaurants brings in more revenue, but also requires the highest quality product, a regular supply and often, the ability to deliver the product. Many of the projects that sold to restaurants grew specialty items such as baby lettuces or edible flowers and marketed specifically to "upscale" restaurants. Once projects established a good working relationship with particular restaurants, some restaurants would work with them to purchase vegetables in season, or certain crops that the project had available at a particular time. One project was selling two to three pounds of baby lettuce per week to local restaurants and had their name on the menu. Others regularly sold $125 to $150 per week to local restaurants during the growing season. One project in San Francisco sold 100 to 150 pounds of baby lettuces and specialty vegetables per week to upscale restaurants through contracts. By comparison, Kona Kai, a for-profit business, sold about 300 pounds per week, mostly to restaurants, but also to specialty retailers and some to neighborhood residents on a walk-in basis.

Community supported agriculture projects offered another marketing outlet that increased sales for five projects. CSAs, however, also require strong management and organizational skills. Acquiring and keeping shareholders has proved to be difficult in some cases. Yet, for two of the five CSAs, it was their only

marketing outlet. These CSAs sold from 25 to 42 shares at about $350 per share. The other three projects marketed products through at least one other venue. The largest of these (The Homeless Garden Project) sold 30 shares at $400 to $560 per share on a sliding scale. The smallest garden CSA sold eight family shares at $50 per month. Although CSAs provide a more guaranteed market for at least one season ahead, they reach a relatively small number of people (8 to 50 families), compared to the hundreds of people that pass through a farmers' market or retail outlet and see the product (even if they do not buy it). On the other hand, visibility may not be a project's highest priority. It is interesting to note that each of these CSAs specifically catered to low-income populations by employing them (homeless, low-income ethnic groups, at-risk youth) at the garden. Some of the produce was sold back to these populations, but the majority was sold to nearby middle income populations. CSAs tended to be good outlets for fresh products, and not used as much for the distribution of specialty or processed products.

A little more than half of the projects that market value-added products (7/12) eventually sold them through retail outlets (food coops, stores) where they were widely distributed. Food From the 'Hood (Los Angeles) had perhaps the widest distribution, with its salad dressing on the shelves in 23 states (including several large chain groceries) in the U.S. and Canada. Most projects, however, started selling at smaller outlets such as at farmers' markets, fairs, festivals, or local shows. Farmers' markets acted as small business incubators for several projects selling value-added products; for example, a line of herbal sorbets sold through market stands subsidized by Parkway Partners in New Orleans. About one-third of the projects marketed both fresh and processed products to smaller retail outlets, including food co-ops and natural food stores. As with restaurants, many retail outlets required the highest quality produce, a regular supply, standard pack and often, delivery.

Almost one-quarter (6/27) of the sites sold garden products to neighbors and local residents individually, although this is likely an underestimate since sales are informal and not recorded. Many of the sales occur in low-income neighborhoods where the gardens are located, contributing to community food security. Almost two-thirds of the projects (17/27) reported an explicit plan to provide food to low-income neighbors. CSAs donated several shares to local food banks or sold shares at a reduced price to low-income participants; extra garden food was often donated to food banks, soup kitchens, AIDS pantries, elderly residents, public housing residents or taken home by the workers themselves.

Gross sales of fresh and processed garden products varied widely from $20 to $280,000 per year (Figure 4). In general, sales were modest. A little over half (56%) of the projects that reported sales figures (23/27) sold less than $10,000 per year. Seventy percent of the projects sold less than $25,000 per year and 87 percent of the projects sold less than $50,000 per year.

The entrepreneurial garden projects in our study tended to target particular population groups; notably, low-income groups and youth.

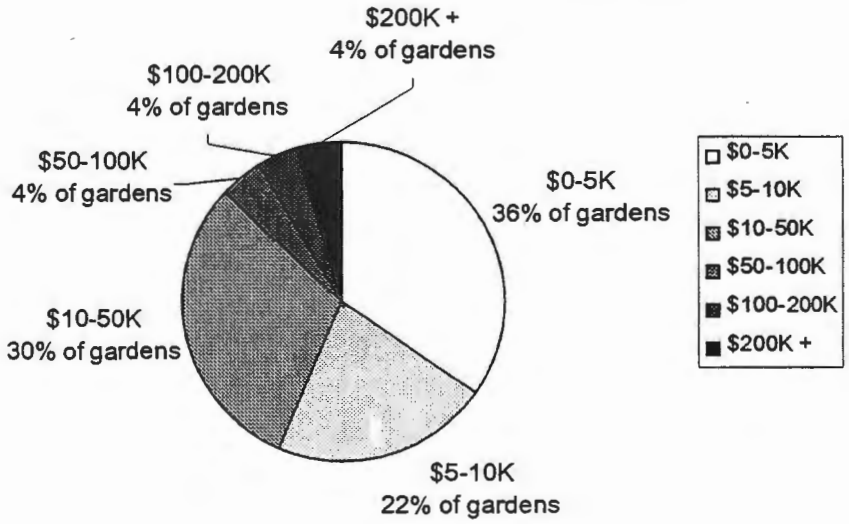
Of the three projects that had the greatest sales receipts (more than $50,000 per year), two had value-added products that made major contributions to their sales; the third was Kona Kai that specialized in selling baby lettuces to high-end restaurants. The other two, Food From the 'Hood and the Vets Garden, both in Los Angeles, are analyzed in-depth in the case studies. Of the top 30 percent of gardens with the highest gross sales, five out of seven included value-added products and two of seven produced large quantities of specialty produce for restaurants.

It appears that value-added products allow garden projects to take advantage of higher mark-ups, and therefore, higher sales. The Women's Organic Flower Enterprise (WOFE) can mark its products up 200 percent for wholesale and 350 percent for retail markets. This mark-up may not be the case for other food products (WOFE sells a large percentage of candles), but it will certainly be higher than for fresh products. Value-added products, however, require the purchase of other inputs, and more labor. The business acumen and financial capital the project director possesses helps determine the overall capacity of the project to successfully manage the production and distribution of a value-added product. Unfortunately, very few projects had a formal business plan (8/27). Those that did were definitely more aware of their actual costs and income and how they needed to allocate resources.

Targeted Participants and Employment

The entrepreneurial garden projects in our study tended to target particular population groups; notably, low-income groups and youth. Of the 27 projects, 21 or 78 percent involved low-income neighborhood residents and 16 or 60 percent involved youth. Half of those involving youth were targeted toward "at-risk" youth. Homeless men and women were the third largest group of targeted participants and

Figure 4. Distribution of Annual Garden Sales Income



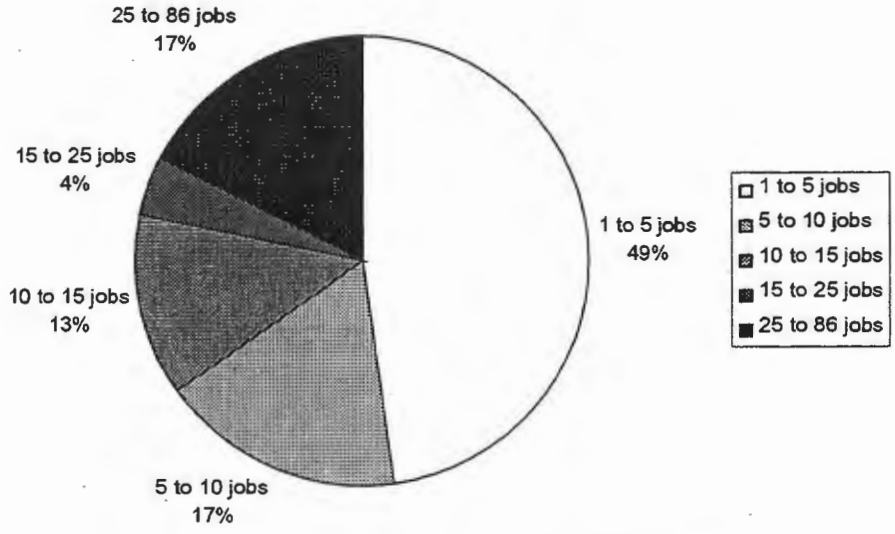
were involved in five projects. Several projects intentionally involved interactions between two population groups such as youth and seniors or youth and homeless people. In general, the targeted populations, particularly adults, have had difficulty finding employment or have only been employed intermittently. The low-income neighborhoods in which these gardens are often located do not generally offer many options for local adults or youth to find meaningful employment at a livable wage. Additionally, many have not had access to the social services that communities attempt to provide. As welfare reform has proceeded, they are just as likely to remain disenfranchised, stigmatized and without a means of tapping into their potential to participate in their communities. These entrepreneurial garden projects provide a safe way for them to take the first step toward economic self-sufficiency.

Entrepreneurial gardens are providing employment and job training in low-income communities. Twenty-four of the 27 projects are employing and training a total of 345 community members (Figure 5). The average number of participant-employees (not staff) was 14.5 persons per project, although 11 projects or 46 percent employed five or less. Sixty-three percent (15) employed ten or less and 79 percent employed 15 or less.

Four projects, all in California and three of which are described in detail in the case studies, employed from 25 to 86 persons during the year. These four projects include: the Vets Garden in Los Angeles, Food From the 'Hood in Los Angeles, the Garden Project in San Francisco and the St. Mary's Youth Farm/Urban Herbals in San Francisco. For all of the projects, the number of employees fluctuated during the year. For example, more youth were employed during the summer months and for longer hours than during the school year.

The three projects that did not provide employment all focused on youth and/or seniors. Individuals in these projects worked in the garden as volunteers or as

Figure 5. Garden Employment Distribution



part of a special program of which the garden was a part. The revenues that were generated through sales of fresh and processed products were put back into the garden project to keep it running. In one case, the monies were also used for special youth-oriented activities that the youth could choose.

Wages for the projects that employed community members generally ranged from about $2.50 to $12.00 per hour. The average hourly wage for those projects that reported it was $6.50/hour, significantly above the minimum wage. Participants worked an average of 23 hours per week with a range of five to 30 hours. Most projects employed participants for 20 to 30 hours/week so they could make a decent salary. In some cases, the number of employees was purposely kept low so participants could earn a higher hourly wage. Many project leaders recognized that employees needed to earn more than the minimum wage to meet their expenses. Paying higher wages was also a way that projects could show participants that they were valuable. None of the garden projects, however, were able to employ participants at the highest number of hours on an annual basis. The one exception was Kona Kai, which functions as a for-profit operation. They employed seven to eight people, full-time, at $6 to $9 per hour throughout the year. All other garden projects provided part-time employment.

Two projects compensated employees differently than with an hourly wage. The Seattle P-Patch's project, a CSA, collected all the money from sales, subtracted all the expenses through the year and divided the profit evenly among the participating worker-families. This amounted to $1,200 per family at the end of the year. The other project, Food From the 'Hood, gave students points for the hours they worked during their time with the project. When they graduated, they could "cash in" their points for scholarship money to the school of their choice. The average scholarship was $1,200 per student, although they ranged from $500 to $6,500.

Although employment per project is modest, altogether, these entrepreneurial projects employed almost 350, mostly low-income individuals, at wage rates above the minimum wage. These are individuals who generally have few life and work skills; yet they are working productively and earning collectively (using the averages above) more than $621,000 in a three month time period during the growing season. These resources, in turn, are recirculated within their local communities, improving not only the quality of participants' lives, but of their neighbors as well.

One important component of the successful garden projects was an able staff that provided direction for the project, had good leadership skills, formed beneficial partnerships with diverse community groups, knew how to raise funds, had good business skills, and knew how to work with and empower community participants.

Economic Self-sufficiency

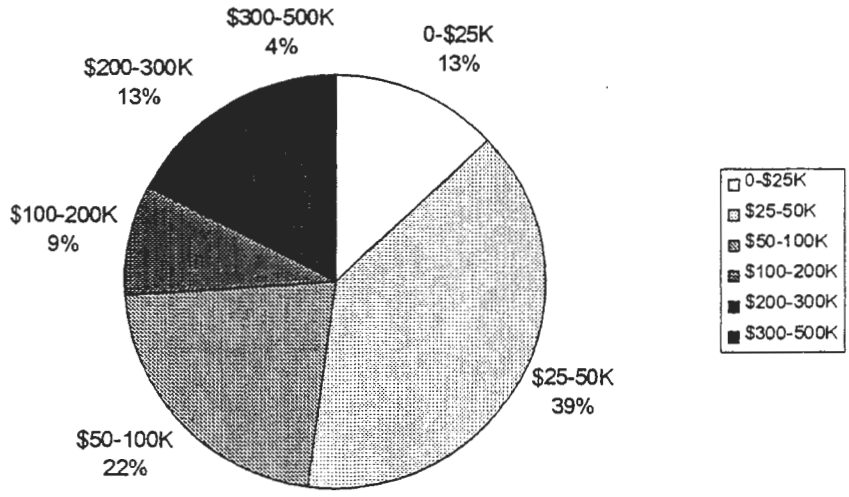
In order to run these entrepreneurial gardens, it literally "takes a community." One important component of the successful garden projects was an able staff that provided direction for the project, had good leadership skills, formed beneficial partnerships with diverse community groups, knew how to raise funds, had good business skills, and knew how to work with and empower community participants.

Every project employed at least one staff member, but some employed as many as eight or nine. Most staff were part-time (at least 20 to 30 hours per week) and 17 (63%) had at least one full-time staff.Staff were paid, on average, a little more than $10.00 per hour. Their salaries made up a significant portion of overall expenses. For the fifteen projects that gave us sufficient information, staff salaries made up approximately 50 percent of total expenses, on average. It is interesting to note that for the one for-profit business we included, salaries constituted a little over 50 percent of the overall budget.

Total project budgets were extremely diverse, ranging from about $5,000 to $500,000. The average entrepreneurial garden project had a budget of about $110,700 per year. This average may be slightly inflated by some of the California projects, five of whose budgets were more than $100,000 per year. About half of the projects, however, fell in the $10,000 to $50,000 per year category as Figure 6 shows.

To get an indication of how economically self-sufficient these entrepreneurial gardens were, we calculated an arbitrary "self-sufficiency" index that shows the percentage of total program expenses that were covered through product/service sales. For the 23 projects that provided sufficient information to do this calculation, the index ranged from less than 1 percent to 85 percent with an average "self-sufficiency" index of about 29 percent. This means that on average, programs could pay for about one-quarter to one-third of their total expenses through the sales of their products and services. Eighty-three percent of the projects had a self-sufficiency index of 50 percent or less and 17 percent of projects had an index of more than 50 percent (Figure 7).

Figure 6. Total Annual Expenses

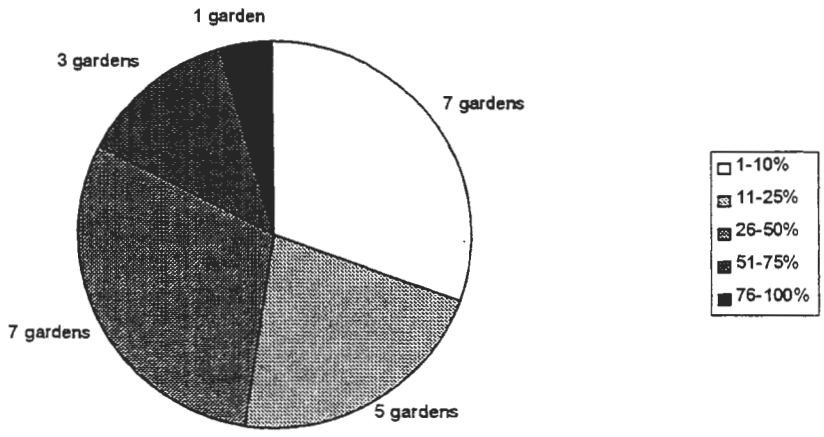


Projects with the highest self-sufficiency indexes (70%+) varied considerably from projects with fairly low budgets (about $20,000 per year) to those with much higher budgets ($100,000 per year). The two projects with a self-sufficiency index of 75 percent or more were intentionally trying to improve their economic self-sufficiency. One project was a CSA-garden that managed to improve their index from 27 percent in the first year to 75 percent in the second year by increasing sales through their CSA and decreasing the number of employees. Their goal was to have the CSA completely cover the cost of salaries and wean themselves off of grants. As the CSA grows, they may be able to pay for additional labor.

The other project with a high self-sufficiency index (the Vets Garden) is discussed in detail in the case studies. It experienced extraordinary circumstances that allowed it to achieve such a high degree of economic self-sufficiency. The Vets Garden was not allowed to raise money through grants, so they were highly motivated (with extremely creative and talented staff) to find other ways of raising funds. Their financial situation was improved considerably since the Vets Hospital paid for the salaries of the head staff, the land and the water. As noted above, staff salaries averaged about 43 percent of total program expenses, so this was a valuable subsidy.

Food From the 'Hood was the only other program that was more than 50 percent self-sufficient. All profits from this project (after expenses) were used to provide college scholarships to student-workers. It also benefited from unique circumstances. From its inception, Food From the 'Hood was fortunate enough to have fiscally and politically astute leaders who developed the project from a school garden to a value-added microenterprise that now grosses nearly $300,000 per year in product sales. The participation of high-profile individuals with marketing expertise to help with product development on a pro-bono basis as well as some well-timed, large grants and a board that included well connected leaders in the business community helped get Food From the 'Hood off to a strong start. In

Figure 7. Self-Sufficiency Index
(Sales as Percentage of Total Expenses, 23 Programs)



addition, both the Vets Garden and Food From the 'Hood have spent considerable time and resources on outreach about their programs, keeping the project in the public's consciousness and building good will with the surrounding communities.

It is interesting to note that Kona Kai, the for-profit enterprise we included for comparison, had a self-sufficiency index of 67 percent. Although Kona Kai had a significant sales volume, it also had a high total expense budget. It employed 7 to 8 local workers on a full-time basis, year-round, contributing to the neighborhood economy. The entrepreneurial garden business was subsidized, however, by other business ventures, including a specialty wholesale enterprise.

Eleven projects had mid-range levels of 22 to 50 percent for their self-sufficiency indexes. A little over half of these projects (6, 54%) were engaged in landscaping contracts, a nursery business or produced value-added products from the garden. These value-added or service activities appeared to improve the ratio of sales to expenses for these projects. One project might have had an even higher index, but chose to invest sales income into other parts of the overall program, subsidizing educational activities, school gardens and other activities for youth. Another project achieved a mid-level self-sufficiency index of 35 percent, but did not have economic self-sufficiency as a primary goal at all. In this project, all income earned through the sales of garden products went back to the youth for activities they were allowed to choose. The project was also funded through on-going grants from the local government. Its overall low budget and sales of a significant amount of produce to a local restaurant helped account for its relatively high self-sufficiency index. By comparison, other projects in which all garden proceeds went to youth for their own programming had self-sufficiency indexes of 3 percent or less.

The remaining eight projects for which we had sufficient data, had self-sufficiency indexes of 13 percent or less. A few projects intentionally used sales income for separate youth activities and did not have economic self-sufficiency as a primary goal. Most of the others were struggling to find ways to increase the ratio of sales volume to program expenses. Some were beginning the process by encouraging individuals garden members to sell produce to local businesses or at the farmers' market while the collective microenterprise project got underway. Most of these projects had low sales volumes and were in the process of building them up.

If product sales and services covered about one-quarter to one-third of a project's overall expenses, on average, the other two-thirds to three-quarters were covered through grants, donations, in-kind labor and equipment and community volunteers. Of the 27 projects, only two (Kona Kai and the Vets Garden) did not utilize grant funding. Grants still provide the bulk of funding for most of the entrepreneurial garden projects we studied. Grants came from a variety of sources (Table 4). Most projects had several grant sources simultaneously. Of the 21 projects that gave us more specific information, nine of them received funding from local government sources (the most frequent grantor). The federal government provided

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funds for five projects through the United States Department of Agriculture (USDA), the Housing and Urban Development Department (HUD) and Job Training Partnership Act (JTPA) funds. Local businesses, nonprofit organizations and universities provided funding and in-kind services to four projects each. Others received funding from local banks, charities, neighborhood associations and clubs, state governments and local fundraising activities.

Nine projects specifically mentioned community donations, although we suspect donations were part of most projects' portfolios. These donations included equipment, tools, seeds, inputs, land, and monetary donations. Volunteers were also frequently cited as an important part of most projects' partnerships with their community. Some projects kept track of volunteer hours or numbers of volunteers per year and estimated the approximate monetary value. One project, for example, recorded 1,214 volunteer hours per year; another estimated the value of their volunteer hours at approximately $4,500 per year. These data can be useful in demonstrating community support for the project to future funders. Cooperative extension and people with marketing or business expertise that could provide in-kind services were particularly useful in developing these projects. Several projects also utilized Vista Volunteers or Americorps workers.

Many projects also had collaborative arrangements with local non-profit organizations. Although this may not have constituted a formal grant, the arrangement allowed them to leverage the expertise of the partner organization. For example, one project that grew and sold produce from a local school, worked closely

Table 4. Sources of Funding

Source	No. of Gardens
Local Government: Community Development Block Grants, Mayor's Office, Youth programs, City Council, Parks Dept., County Govt., Board of Supervisors	9
Community donations	9
Federal Government: USDA (Community Food Projects, Sustainable Agriculture Research and Education Program), Housing and Urban Development Program, Job Training Partnership Act.	5
Local Businesses, Restaurants	4
Non-profits: American Community Gardening Association, Sustainable Resource Center, Rebuild Los Angeles	4
Universities, Cooperative Extension	4
State Government	3
Local Fundraising Activities	3
Neighborhood Associations, Clubs	2
Local Banks	1
Charities	1

with a nonprofit organization that trained and employed homeless individuals. This partnership allowed the homeless men to work in the garden, sell produce at the local farmers' market and help in teaching the school children about how to grow local produce. The garden provides the site and horticultural training. The non-profit provided labor and the marketing oversight and training. These sorts of mutual partnerships are the hallmarks of some of the most successful entrepreneurial community gardens.

Individual and Community Benefits

Entrepreneurial gardens provided abundant benefits to both participating individuals and the community of which they are a part. To document this, we asked project directors to describe how these garden projects had made a difference in individual lives and in the life of the community. We also asked them to name barriers or difficulties they had experienced.

Although the immediate nutritional and economic benefits of these entrepreneurial garden projects and the stability they afforded to individual participants was important, the majority of garden personnel emphasized the long-term rewards these projects provided. For individuals, basic job skills training and specific training in horticultural, marketing, landscaping, value-added processing and entrepreneurial skills were most often mentioned. These skills then allowed individuals to enter the job market with greater confidence and some experience. None of the entrepreneurial garden projects were meant to provide long-term jobs for participants, but to be a place where they could learn some basic skills and gain the confidence they needed to expand their employment opportunities. At least six projects noted that participants have gone on to jobs in urban gardening, landscaping, construction or in the retail grocery industry.

Another major long-term benefit gained by many participants, especially youth, was the opportunity to strengthen their education. Several garden projects, such as Berkeley Youth Alternative's Garden Patch and SLUG's St. Mary's Youth Garden Internship, offered help with school work, counseling, and exploring opportunities for higher education. Earning scholarship money so students could go on to college was a primary focus of Food from the 'Hood's project. Although, students could have earned more money for college at a different job, this project gave them the unusual opportunity to travel nationwide, to make presentations, and to develop their self confidence. Several other projects that worked with adults (Vets Garden, Homeless Garden) included a focus on getting more formal education to expand their potential as civic participants.

Perhaps most important were the personal and lasting benefits noted by many project leaders. Entrepreneurial garden projects encouraged participants to develop their self-esteem, to gain a sense of personal satisfaction and stability in their lives, to take pride in themselves and their achievements and to literally turn their lives around. The quality of participants' lives improved immeasurably as a

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result of being part of these entrepreneurial community gardens. Several project leaders mentioned that participants became "local heroes" in their communities. The new directions they were forging with their lives became something that others saw and wanted to emulate. Leadership development was a clear outcome in many of these garden projects. These new leaders then went on to mentor other individuals who are just starting in the program. At the St. Mary's Youth Farm, for example, young men and women who have worked in the Youth Garden Internship have played key leadership roles in starting the Urban Herbals Project or in community organizing at the Alemany Housing Project. When an individual has had a successful experience, their skills can then be released for the benefit of many others in their community. In addition, it may be more likely that youth from these projects stay on in the community as they grow into adulthood, adding to the community's leadership base. Just as these projects improve the recirculation of financial capital within communities, so they also stimulate the recirculation of human capital.

Project leaders also identified significant impacts these entrepreneurial gardens have had in communities. Almost half (13/27) mentioned positive environmental impacts—beautification of the neighborhood, more wildlife, more green space and a more environmentally sustainable place to live. One project expressed satisfaction in having food that was more locally available to residents, thereby reducing the need to purchase food that was transported from far away.

Several project leaders also mentioned that the local environment was improved because the garden provided a safe place for residents, especially youth. In some cases, crime and/or drug sales had been a major problem in the neighborhood, but crime had decreased dramatically after the garden was started. These results are consistent with other studies that show up to a 75 percent decrease in reported crimes after the introduction of a community garden (McKay, 1998). A few of the gardens had to contend with vandalism, but the majority found that the more a community was involved in maintaining the garden, the less problem they had with vandalism. In many cases, vandalism had decreased over time.

Improved community food security was mentioned as a direct benefit of the gardens by about thirty percent (8/27) of project leaders. In the context of these entrepreneurial gardens, food security was seen more as a community development issue and less as an individual food access or hunger issue. For example, one project (Kauai Food Bank garden project) addressed community food security by involving local farmers along with urban gardeners in growing and selling food to the local food bank and retail markets. The project effectively improves food access for low-income consumers by involving both urban and rural constituents in local food production and marketing.

Almost half of the project leaders (12/27) described the entrepreneurial garden's contribution to revitalizing the local economy as another major benefit. Since many of the projects were selling product in their local communities, resources were being recirculated locally. Local businesses were hiring project

participants for new jobs or contributing financial resources in exchange for the goods and services these projects provided (fresh produce, landscaping, nursery work). Neighborhood economic development improved as a result of these new micro-businesses. One project decided to hold an "entrepreneurial round table" for entrepreneurial gardeners in its region to discuss pricing, niche marketing and strategies to participate more successfully in the local economy. Some projects measured the number of new jobs created as a direct result of their programs, but most did not. The Willard Greening Project in Berkeley made it possible for three of five homeless men to become employed in new jobs after one year; the Carmelitos Garden in Southern California estimated that 15 of 21 of its graduates found full-time jobs. Although these sorts of data may take extra time to record, they are a very useful way to measure progress and accountability. Unfortunately, many of the projects that we spoke with did not have this kind of data. Most projects do not have the extra staff time to spend tracking the successes of employees after they leave the program.

Three projects described how their gardens reduced the economic burden on state and local governments and taxpayers by allowing individuals to get off of welfare, or leave social service programs such as alcohol or drug rehabilitation programs. The Vets Garden in Los Angeles demonstrated a considerable cost savings for the state by making it possible for individuals to be maintained as out-patients, costing approximately $41 per day, as opposed to in-patients at more than $600 per day. A study (Office of the Sheriff, City and County of San Francisco, 1996) done about the Garden Project in San Francisco, which includes a successful prison gardening program, found that the recidivism rate was cut in half, from 55 percent to 24 percent, among those who participated in the garden.

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Finally, many garden project leaders described the positive impacts these gardens had on promoting neighborhood cohesion and trust, reducing racial discrimination, increasing the number and quality of neighborhood associations and coalitions and improving civic capacity among diverse community members. Many projects spoke of the pride the entire community felt about these projects, especially as they were recognized in local, state or national media. Community members gradually began to feel ownership for these projects and along with that came a genuine respect for the garden participants. Several project leaders mentioned how elderly community members (many of whom also benefited from receiving garden produce) enjoyed watching and supporting the neighborhood youth who worked in the garden. Perceptions about youth or different racial groups changed as a result of interactions the garden projects provided. One garden project mentioned that these changed perceptions translated to in-kind donations of equipment and supplies for garden participants.

It is important to note, however, that perceptions take a long time to change and that acceptance and support of particular racial groups will probably never be 100 percent. Racial tensions were named by several groups as an ongoing challenge

they had to face. Although the garden projects often helped communities work out some of their racial issues, they were by no means the "silver bullet."

Many project leaders noted that the ability to build new networks among neighborhood participants, local businesses, educational institutions, local government, and a variety of non-profits was crucial to the project's success. These alliances and the trust that was built between diverse groups, could then be transferred to other areas of local concern, such as adequate housing, improving racial and ethnic relations, economic development or improving educational opportunities for the community's youth. The entrepreneurial gardens were catalysts for creating healthy community dialogues and partnerships. These partnerships turned out to be some of the most important mechanisms through which marginalized community members became empowered and began to participate more fully in their neighborhoods. While it was beyond the scope of this study to explore the dynamics of these partnerships more fully, this would certainly be an area worthy of further research.

Discussion: Opportunities and Challenges

Community gardens that include an economic development component face particular challenges. The following section discusses a few of the most prominent challenges, and some of the innovative ways communities are meeting them.

Land Tenure

The lack of long-term land tenure is a "thorn in the side" of many urban gardening groups, especially those that are investing resources for an economic development component. In a recent national survey of 6,018 gardens conducted in collaboration with the American Community Gardening Association (Monroe-Santos, 1998), only 1.5 percent were in permanent ownership or a land trust. Monroe-Santos notes that the primary reason for loss of garden sites is lack of interest by gardeners. In other words, garden survival is a key issue that needs as much attention as land preservation. Factors that are important for long-term survival include: a high level of commitment by gardeners, an effective method for gardeners to govern themselves, a structure that supports their efforts, the use of good management skills, the capacity for leadership development, the availability of education and training in horticulture and community organizing, the ability to raise financial and social capital, and expertise in building community relations (Kirschbaum, 1998). Unless garden survival has been attended to, working toward land ownership may not be the best first approach.

For those gardens that are being sustained successfully, land tenure is the next challenge. One of the major constraints to long-term land preservation is that community gardening is perceived by key public stakeholders as a temporary use of land (Kirschbaum, 1998). Raising public awareness, especially among local government and policymakers, is one of the most important steps in helping to secure land for the long-term. Establishing citizen advocacy groups such as Friends of P-Patch in Seattle, Washington, the Friends of Portland Community Gardens in Portland, Oregon and an informal gardening coalition in Madison, Wisconsin, has been instrumental in protecting urban gardens through lobbying and working out innovative compromises. Political astuteness is a key ingredient in designing land preservation strategies.

Kirschbaum (1998) reviews a variety of techniques (along with their pros and cons) that communities have used for securing land for community gardens. They include land trusts, transfers to City Parks Departments, long-term leases and conservation easements. Each community will need to decide which strategy makes the most sense for their own circumstances. However, it is important for community garden leaders to begin by understanding the land tenure and development processes in their own city so they can be prepared to educate local citizens and lobby at the appropriate time.

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Our study included some projects that have become quite sophisticated in dealing with land tenure issues. Two programs (Guadalupe Gardens in Tacoma, Washington and South Providence's City Farm/Southside Community Land Trust) were involved with land trusts, one of the most secure forms of land tenure for community gardens. Nine programs leased land on a short or long-term basis from the city. The other eleven programs used borrowed or donated land from the city, schools, university or local hospitals. According to Harold Harbert of the Atlanta Urban Gardening Program, garden project leaders should get land use agreements in writing. Even written agreements or leases may be short-term and the local agency may decide there is a better (or more lucrative) use for land. Even an outpouring of community support, as in the case of the Homeless Garden Project in Santa Cruz, may not be enough to keep a project on a designated piece of land. The more community gardening organizations can work with local governments to initiate land use policies in the city's overall plan that protect urban agriculture and community gardens over the long-term, the more stable these projects will be.

Another strategy for improving stability involved acquiring a sufficient amount of land. About half of the projects in our study utilized multiple sites for their entrepreneurial ventures. This strategy offered more flexibility and stability by protecting the project from losing all the land at once and by providing more land for growing particular crops. This allowed increased production, giving the enterprise an opportunity to grow more produce and employ more neighborhood residents at different sites. Since 40 percent of the garden sites were one-half acre or less, too small to produce enough for a viable market garden enterprise according to several garden directors, multiple sites were very important to long-term stability. SLUG's Urban Herbals venture, for example, now utilizes produce from three different sites for their vinegars, jams and salsas. By expanding their production acreage, they plan to gradually increase local self-sufficiency and decrease the amount of produce they have to purchase from local farmers.

Production and Marketing Strategies

The sale of fresh and processed products from the garden adds a new set of opportunities and challenges to community gardening. We found that the most successful projects got into marketing gradually, after first establishing stable community and/or school garden sites. They usually started by selling fresh produce, first through farmers' markets that offer a flexible outlet and opportunities for adults and youth to learn marketing skills. Later, as projects developed entrepreneurial skills, they could approach more lucrative outlets such as restaurants, which require a more consistent and reliable product, and offer more specialty produce items. Flowers, herbs and nursery products were grown by several of the projects because they were higher value items and could generate more income.

Almost half of the projects in our study had developed and sold value-added products with at least a portion of the ingredients coming from the garden. Value-

added processing adds another layer of complexity to these entrepreneurial projects because processing requires proper production facilities, complying with local food safety regulations, labeling, etc. Value-added production necessitates additional areas of expertise and considerable time and energy to research and implement. Project leaders need to provide adequate staff to meet these additional requirements. The markup, however, for the product is significantly greater than for fresh produce, so the income is also greater.

We found that the most successful projects were well aware of (or learned the hard way about) the intricacies of producing and selling value-added products and had developed business plans to help them manage their finances more effectively. Many projects, however, did not have a business plan, although many indicated that they would like to develop one. In some cases, a plan was not developed because the staff did not have the time. Others were not aware of local resources to assist them. In one case, assistance had been solicited from students of an MBA program at a local university, but no one had responded to the request. Overall, the lack of time devoted to developing business plans or securing business expertise was notable and an area that deserved more attention by project leaders. (See Appendix E for a list of business development assistance resources).

In addition to products, several programs sold landscaping services to individuals, institutions or to the city. Services were provided on a fee-for-service basis or through contracts and provided substantial income for programs. They also offered participants training in landscaping skills. For other programs interested in adding an entrepreneurial venture, this option appears to be worth exploring. Several projects in our study were exploring how they might develop a certified landscaping program so that project participants would have a degree after a specified number of hours of training and experience.

It should be noted that the overall volume and income from these entrepreneurial ventures was very modest. A little over a third of the projects generated $5,000 or less annually from sales of their products. About 58 percent generated $10,000 or less on an annual basis. Therefore, these projects do not compete with local farmers. On the contrary, these projects have invested in their communities and have helped to build urban-rural linkages between farmers and urban residents. By selling at the local farmers' markets, they support an institution that benefits small farmers. In addition, several projects (St. Mary's Youth Farm, Food from the 'Hood) purchase produce for their value-added products from local organic farmers on a regular basis.

Training, Employment and Economic Development

One of the major goals of entrepreneurial community gardens is to provide jobs and job training for adults and youth, particularly those in low-income neighborhoods. Our study found that the number of jobs provided per project was modest (46% employed five or less; 63% employed ten or less). Sixty percent of the projects in

our study involved youth and most of the others were targeted to resource-challenged adults. Participants were paid, on average $6.50 per hour. The income was an incentive, especially for youth, to come to the program in the first place. It also sent a message that their labor was worthwhile.

Participants acquired a broad range of skills through their involvement in these projects. In addition to horticultural, landscaping and marketing skills, many project participants learned about food processing, distribution, and business and marketing. These skills could be applied to help participants acquire jobs in horticulture, landscaping, the floral industry, and the food industry. They also learned about environmental and stewardship concepts. These latter concepts participants began to apply to their own lives, using them to make sense of the healing or maturing processes they were personally experiencing. However, the individualized, long-term training, education and mentoring participants received helped them gain the self-confidence and basic life skills they needed to apply for many other types of job opportunities. Several programs (Berkeley Youth Alternatives, SLUG, Community Environmental Council garden and others) tapped youth who had been through the program to mentor new participants, thus developing new leaders in the community.

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Staff time to provide this individualized training and education is significant. Staff, in fact, made up the largest portion of project expenses, averaging about 43 percent of total expenses. Staff are generally overworked and underpaid. They are often responsible for managing the garden and the microenterprise, developing the marketing plan, training and supervising participant-workers, managing the overall budget, grant writing, and providing community outreach and public relations. Despite the overwhelming nature of their task, in almost every case, project directors emphasized the importance of training and education for their participants as a clear priority. Although projects were selling products and services to recoup some of their expenses, most directors realized that their projects could never function as a completely self-sufficient business. Providing training and education is expensive. Although marketing products and employing neighborhood residents adds a layer of complexity to community gardens, the marketing and business experience that participants gained was extremely beneficial. It allowed participants to add additional skills to their resumes, increasing the likelihood of obtaining jobs in the future.

To determine how economically secure these projects were and could claim to be, we decided to measure a "self-sufficiency" index for each project—the ratio of sales income to total program expenses. We found that most projects are NOT, nor will they probably ever be 100 percent self-sufficient. In fact, the average was about 29 percent (i.e., the project raised about 29 percent of its total expenses from product and service sales) using this narrowly defined index. We learned, however, that these projects provide other, perhaps more important, long-term benefits to individuals and communities. Long-term benefits such as increased community

cohesion and partnerships, leadership development, increased opportunities for higher education, and greater citizen participation in community affairs clearly contribute to a community's economic development potential. We continue to need better ways to assess these elements of community development.

Many of the entrepreneurial garden projects in our study were organized by local community groups in the context of multiple and complex neighborhood issues (poverty, crime, lack of food and health resources, inadequate housing, unemployment) faced by low-income and resource-challenged youth and adult residents. As community-based projects that involved and benefited local residents, the entrepreneurial garden projects developed a unique and trusted standing in the community over time. Their approach to providing job training and education, personal counseling, and mentoring was long-term, meeting residents "where they were." The consistent, long-term support and training these projects provide has made a significant difference in the lives of countless youth and adults. Informal follow-up done by a few projects has shown that well over half of the "graduates" are getting better quality jobs than they would have without the program and for some, finding jobs for the first time in their lives, finding housing for the first time in many years, staying out of prison, or going on to higher education.

By contrast, project directors suggested that although job training programs associated with welfare reform (CalWORKS) may be successful for some individuals, they do not work for everyone. The youth and adult participants in many of the entrepreneurial garden projects needed the support and encouragement of trusted members of their own community and a local place with which they were familiar. In such a local setting, their efforts in the garden were immediately visible to all community members and something in which they could take pride. Participants then, began to feel ownership for their work and were recognized with respect by others in the community. In communities where respect, recognition and success are in short supply, such achievements are vitally important. These entrepreneurial gardens then, not only positively impacted individuals, but helped to build more cohesive communities along racial, ethnic and generational dimensions.

At least one garden, however, has seen an opportunity to deal with welfare reform in a creative way. The San Francisco League of Urban Gardeners (SLUG) is moving forward with arrangements to provide job training and life skills education at the garden site, utilizing CalWORKS funding to do it. This sets up a win-win situation in which local youth and young adults are able to stay within their own community, getting access to leadership development resources from an organization they know and trust; the entrepreneurial garden group (SLUG) receives funding for building their capacity in the community and stronger ties are built between the community and local policymakers. This kind of innovative collaboration could be utilized to a greater extent and should be explored further. Entrepreneurial gardens that have a fairly stable job training and employment pool should consider contacting their local welfare departments to discuss potential

partnerships. This might allow additional entrepreneurial gardens to access the resources they need, provide visibility for their work and allow local communities to be strengthened, simultaneously.

Individual participants nurtured by this long-term, community-based approach to job training and education have a more solid foundation when they are ready to seek other jobs. Although some have opted to stay with the garden projects, taking on new leadership and mentoring roles, others have gone on to higher education or other jobs in the community. They know they can always come back to the garden for support or advice as they continue on their journeys.

The groundwork laid by these entrepreneurial gardens in terms of building human and social capital for individuals and for communities is critical for economic development to be successful. Using the garden as a venue for identifying individual and community assets, coalescing community resources and creating quality jobs has significant potential. The lack of sufficient resources and the ability to do strategic planning have slowed or halted the progress of a number of gardens. Successful entrepreneurial garden projects, however, have adopted a number of creative financial and project management strategies that may be applied in other settings.

Financial and Management Strategies

Using the garden as a venue for identifying individual and community assets, coalescing community resources and creating quality jobs has significant potential.

Managing any of the entrepreneurial gardens we studied is not an easy task and could easily become overwhelming. Given the limited resources most entrepreneurial gardens have to work with, project leaders had to be creative in order to achieve their goals. Since garden projects, on average, were only covering about one-quarter to one-third of their expenses through sales of products and services, the other two-thirds to three-quarters had to be raised, usually from multiple sources. Local government and community donations were the sources cited most often. In addition to grants provided from CDBG funds, the Mayor's Office, various city youth programs, and County Government, projects received in-kind donations in the form of land, water and equipment. Several programs (SLUG, The Garden Project, BYA) contract with city departments to provide landscaping services. These monies from local government can provide sizable pieces of a project's income. However, as with all grants, projects must keep abreast of application deadlines and opportunities, make the appropriate contacts and be aware of reporting requirements.

Community donations and the development of social capital was mentioned by almost every project director. Most said their projects would not survive without the multiple connections and good will they had managed to create and maintain with community groups, local businesses, neighborhood associations, local agencies and institutions and volunteer residents. The local community often provided much of the physical infrastructure (seeds, tools, equipment, land, soil) and some labor to these projects. The high level of coordination with community groups significantly reduced the start-up costs for most of the well-planned gardens. Nurturing these

connections and building new ones is essential, however, if the garden hopes to maintain itself over the long-term. Goosman (1998) articulates a clear plan for raising funds for community gardens in a recent issue of the American Community Gardening Association's *Community Greening Review*, highlighting one clear rule: "Do not beg for support; ask for involvement."

Entrepreneurial gardens have many dimensions with which to be involved. The key is finding the resources to match the need. One creative way to facilitate that process and spread the responsibility among more stakeholders is to construct an active board of directors that is well connected politically and financially within the community. The president of Food from the 'Hood's Board of Directors, for example, is Nissan's Vice President of Marketing, and Norris Bernstein of Bernstein's Salad Dressing is also on the Board. The connections that have been possible through these and other board members has allowed Food from the 'Hood to gain access to considerable marketing and business training expertise than it would otherwise. Board members and project staff of successful entrepreneurial projects spend considerable time building public relations and doing community outreach activities. Although this activity takes time, it raises the visibility of the project and the likelihood of future funding or support.

Board members and project staff of successful entrepreneurial projects spend considerable time building public relations and doing community outreach activities.

A few of the most successful entrepreneurial projects took the time to develop business plans for their projects. Food from the 'Hood is one of those projects. In fact, the central activity that students engage in is running the business, including, sourcing ingredients for the salad dressing, marketing, distribution, public relations, and planning. Most of the other garden projects were more involved in using horticultural/landscaping/marketing activities as part of their delivery of training and employment opportunities. The majority could use some assistance in developing a business plan. The Women's Organic Flower Enterprise (WOFE), for example, worked with Keystone Community Ventures, a non-profit corporation that works with San Francisco Bay Area non-profits that create jobs and job training opportunities for at-risk people. WOFE also recently hired a marketing coordinator, recognizing that marketing and the development of a business plan was a serious part of their program. Other gardens have worked with small business development centers in their regions or business schools in community colleges or universities to help them in developing business plans. These local resources could be utilized to a much greater extent (See Appendix E for business development resources). Even though these gardens are not necessarily going to become 100 percent self-sufficient, the expertise that could be gained would be useful in program planning.

The American Community Gardening Association has a mentoring program, From the Roots Up (FTRU), that helps gardens improve community organizing skills and leadership development, identify community assets, develop more effective program planning, strengthen their infrastructure and implement the best strategies for their operation. The mentorship is tailored to each garden's situation and includes regular on-site consultations, printed information that is relevant for

that garden, and training days with other FTRU participants. To apply for the "From the Roots Up" program, contact Karen Payne, Program Coordinator, 1916A Martin Luther King Jr. Way, Berkeley, CA 94704; Phone: (510) 705-8989; Fax: (510) 705-8988; email: KarenPayne@compuserve.com.

In addition to accessing external resources effectively, successful entrepreneurial gardens have strong internal resources. SLUG, The Vets Garden, the Homeless Garden Project/Women's Organic Flower Enterprise, all had the resources of their larger organizations to support the development of the entrepreneurial component. The larger, more stable organization can sometimes subsidize another new component while it is in the developmental stages. This allows the entrepreneurial component to take the time (often two to five years) it needs to work out the glitches and become more stable. It is important for project leaders and funders to allow this developmental time. Most smaller entrepreneurial gardens will not have the luxury of a larger organization to support them which makes the external supports they build even more important.

Community Benefits

We found that entrepreneurial gardens provide many benefits to communities. However, interviews from our study suggested that some of the deepest, and longest lasting benefits are not easily measured and they take time to be realized. Many of these gardens employed "at-risk" youth, homeless adults, ex-offenders, or ethnic minorities—groups that had been marginalized by the rest of the community, and therefore, feared. The garden projects helped to build bridges between these groups and the rest of the community, allowing them to be seen as valuable members. This change in attitude is continually in process, but to the extent that it has happened, individuals' lives have been changed and the communities are healing. The change has been evidenced by the sense of pride about the garden and the individuals who work there described by community members who are not garden participants (SLUG, Homeless Garden Project, for example).

Another important benefit that is difficult to measure is the long-term preparation these garden projects offer to participants for gaining meaningful work and the creation of such work within the community. Again, this sort of preparation takes time before results are apparent. It also involves the work of many community collaborators, yet not in the role of "service providers." At their best, successful garden projects have managed to access the resources of diverse stakeholders to add to the mix of assets that can help empower garden participants. Instead of providing services to individuals, these garden projects engage participants in becoming active citizens in their communities. They do this by building trust, respect and self-confidence in participants so that they begin to really care about the quality of their lives and the life of their community. They then want to give back something of themselves that they have received. Through this process, they become the best advocates and mentors for their peers. The entrepreneurial gardens then facilitate

leadership development. The "fruits" of these new leaders are directed not only toward the garden, but also toward other needed areas of community development, including improved housing, adequate food for community members, and ensuring a safer neighborhood in which to live.

Finally these entrepreneurial gardens set the stage for improved economic development in communities, if we mean by economic development, not just the *number* of jobs created, but the creation of *meaningful* jobs and improved quality of life for community residents. Entrepreneurial gardens in our study were, in fact, "catalysts" to improve economic self-sufficiency and develop meaningful employment for community residents, and to develop more cohesive, sustainable communities.

Conclusion

Our study finds that although the number of entrepreneurial community gardens is small, interest is growing nationwide. The economic development potential for these gardens is modest, but important. Successful projects create immediate employment opportunities in low-income areas. More importantly, they play a critical role in preparing low-income residents for better quality jobs over the long-term. They do so by providing educational opportunities, developing leadership and life skills, instilling a sense of control, and in other ways, contributing to a higher quality of life. Within the community, they offer a venue for civic participation and a way to maintain more local control of resources. Perhaps the most important indicator of their potential is the widespread support they receive from within communities themselves. Entrepreneurial gardens and the non-profit organizations of which they are a part, provide an important niche for job creation strategies that needs more attention, particularly from local governments facing the challenges of welfare reform. Public and private investment in these community-based entrepreneurial gardens is required in order for them to contribute significantly to a community's economic development plan. Our study concludes that this investment appears to be warranted and that entrepreneurial gardens may indeed be an important strategy for helping low-income residents become civic participants and becoming engaged in building the capacity of their own communities.

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Entrepreneurial Garden Case Studies

Introduction to the Case Studies

The five case studies presented here are intended to provide an in-depth look at specific entrepreneurial garden projects. For each case, we have collected as much information as possible about the methods these projects used in creating and delivering innovative marketing, job training, and employment opportunities. We gathered the most specific financial information that was available in order to shed some light on the details of running the garden as a business. Finally, we have attempted to uncover the often intangible, but equally important, social and personal benefits individuals and communities derive from their involvement in these projects.

Each case study is intended to provide a snapshot of the projects as they existed at the time of our interviews, in the spring of 1997. Because these projects are continually evolving, some of this information is already out of date. Where possible, we have included updated information on the projects as footnotes.

St. Mary's Youth Farm
Urban Herbals

San Francisco League of Urban Gardeners
San Francisco, California

The San Francisco League of Urban Gardeners (SLUG) has developed a plan for local economic and community development which strives for long-term sustainability and self-sufficiency by creating locally-owned enterprises that involve and employ the people in the communities where they are located. This case study examines two of SLUG's many projects: the St. Mary's Urban Youth Farm and *Urban Herbals* Youth and Young Adult Entrepreneurship Training Program.

St. Mary's Youth Farm is the home of SLUG's Youth Garden Internship (YGI). The farm is a 4.5 acre tract of land adjacent to the Alemany public housing development. The Youth Garden Internship program employs neighborhood youth to work in the garden and restore the land to a native habitat. The young people learn landscaping, gardening, and community greening skills. While most of the produce grown at the site is donated to the community, garlic, onions, and chilis grown in the garden are used in the production of *Urban Herbals*, a community-based enterprise that hires young people ages 18 to 22 to produce fruit jam, flavored vinegars, fresh salsa, and honey. Many of those who complete the Youth Garden Internship program go on to work at *Urban Herbals* and learn about the production and packaging of the products, while developing business and marketing skills.

These two projects highlight SLUG's multi-faceted approach to community economic development that incorporates issues of food security, community-based employment, job training and skill development. While YGI and *Urban Herbals* are distinct projects, their strength lies in their interdependence.

ST. MARY'S URBAN YOUTH FARM

History and Context

The farm site was a neglected and abandoned piece of land for many years, primarily used as a place to dump trash. The site is adjacent to the Alemany housing development, that has an unemployment rate of 84 percent (Nuru and Calandra, 1996:1). The land is owned by the San Francisco Parks and Recreation Department and is leased by SLUG free of charge.

The YGI was initiated in 1995 through the use of a successful pilot program that was created the previous year at another SLUG garden in San Francisco. This program was designed to involve youth in the development of a community garden. At the same time, SLUG received a $200,000 contract to landscape the Alemany development, as well as $125,000 from the Mayor's Office of Children, Youth and Families to start an after school youth program.

Over the years, the project has grown and now also includes a recycling/ compost education area with an amphitheater, beehives, a wetland restoration project with a windmill, a flower production area, a greenhouse, and a green waste chipping program for San Francisco residents.

St. Mary's Youth Garden Internship At A Glance

Site	
Location:	Adjacent to Alemany public housing development
Size:	4.5 acres
Ownership:	Leased at no charge from SF Parks & Rec. Dept.
Employment	
Targeted Participants	Youth, age 14-17
No. of jobs	20-25 during school year; 60 during summer, PT.
Pay rate	$5.75 per hour.
Staff	
No. of jobs	1 FT
Training	
Gardening, landscaping, habitat restoration, work skills, leadership development.	
Marketing	
Produce donated to community and used in Urban Herbals products.	
Annual Income from Sales	None
Annual Expenses	$100,000
Funding Sources	
Private and public grants, donations.	

Out of these events, the Youth Garden Internship Program was developed, employing 20 youth and two supervisors for one year. The site was cleaned up and a series of raised beds built adjacent to the housing project. These first few beds were the start of the community garden. As the program gathered more support within the community, however, the garden expanded to include the entire 4.5 acres and the emphasis shifted from solely growing food for the community to the restoration of a native habitat and the establishment of an orchard. Over the years, the project has grown and now also includes a recycling/compost education area with an amphitheater, beehives, a wetland restoration project with a windmill, a flower production area, a greenhouse, and a green waste chipping program for San Francisco residents. The farm also serves as an educational site for school field trips and provides mentoring services to residents in the housing development.

SLUG's commitment to the Alemany community went beyond providing basic technical advice about the garden. They resolved to support the community on important issues, whether or not they were garden-related. The underlying philosophy was the importance of developing reciprocal trust between SLUG and the community. To accomplish this, SLUG engaged in a wide range of community issues that included negotiating with the housing authority for a new fence, painting the buildings, and addressing rat problems. In an interview, Mohammed Nuru, executive director of SLUG, described the goals behind the project as "training people in agriculture and to deal with normal issues in their lives. You can't expect someone to sit here and focus on this plant if their brother was locked up last night or got shot...and we have to deal with that." (Nuru, 1997).

Another important objective is to encourage local leadership and the development of projects from within the community. SLUG introduces initiatives to the community and attempts to cultivate leadership. For example, many crew members working on the St. Mary's Youth Farm were recommended for hire by the Alemany community through the Tenant's Association. The community is involved in many aspects of decision-making and claims ownership of the project, while SLUG provides resources, support, and employment opportunities. In this way, SLUG takes on a broad institutional role in the community.

SLUG is currently involved in a three-year project at Alemany to examine the wellness and health of the community. It is assembling a team of advisers, including doctors from San Francisco General Hospital, for a year-long study investigating the most effective approach to increasing the community's involvement in the long-range education, nutrition, food, and exercise needs of its residents.

Future goals for the site include the establishment of a program focusing on youth development issues such as job and college placement, career development, one-on-one counseling and support, and nutrition education. In addition, SLUG wants to make the farm a resource that is accessible to the entire city for educational purposes. Finally, it wants to increase garden output to provide produce for *Urban Herbals* products, produce compost and other soil amendments for sale, and raise chickens.

Marketing

Originally, the St. Mary's Youth Farm was envisioned as a self-sufficient market garden. The youth grew food that was sold at farmers' markets and flowers that were sold to funeral homes. Because market gardening was a new endeavor for SLUG, however, and not its highest priority, the garden did not produce enough to meet market demand. The first priority was planting crops that would be easy to grow and ensure small successes, but this did not complement the demands of growing for the market. Eventually the gardeners abandoned the market garden idea and revised their plans. Currently produce from the farm and the community garden is either given to the community or goes into the production of *Urban Herbals* products.

Crops are grown cooperatively in raised beds adjacent to the housing units and in rows in the larger beds on the farm. Young people harvest the crops and distribute them to the community. Residents are also free to take any food that they need from the garden at any time.

Employment

The Youth Garden Internship (YGI) project employs 20 to 25 young people, ages 14 to 17, during the school year and 60 during the summer to work at the farm site. Employees are paid $5.75 per hour and learn landscaping, pruning, irrigation, and

market gardening skills. SLUG also employs one full-time supervisor to oversee the program.

Employees' wages come from the Mayor's Office for Children, Youth and Families; the Mayor's Criminal Justice Council; Community Development Block Grant funds; other grants; and donations. The payroll for all youth and supervisors is about $100,000 per year.

Job Training

The YGI program was initially developed as a job-training program. The supervisor teaches horticulture skills ranging from gardening and crop production to native habitat restoration. In the process, employees build self-esteem and learn to work as part of a team. Young people who have been involved in the program for some time become crew leaders and develop leadership skills. The internship program is not just about gardening, however. It is also designed to provide a positive learning experience for the young people, who often come from severely troubled backgrounds and have a high incidence of problems with the criminal justice system. As Nuru stated in an interview, "We're not farmers, but we're concerned about what we eat and we're concerned about the environment. We don't train gardeners or farmers. We build people and we save lives." (Nuru, 1997).

As the project has developed, two objectives have remained fundamental. The first is increasing food security in a community that has a noticeable lack of grocery stores or fresh food outlets. The second is to provide jobs for local residents. *Urban Herbals*, described in detail below, was developed as a local food-producing enterprise that would provide jobs as well as a built-in market for the produce grown at the farm.

Individual and Community Benefits

The development of the farm site has affected the entire neighborhood. Participants in the program have developed leadership skills that have translated into jobs, awards, and recognition that reach beyond the local community. For example, Kevin Robinson, who worked as part of the landscape crew for several years, was elected president of the Alemany Resident Management Corporation in 1996. Satti Odeye started working with SLUG in 1992 as part of a community service requirement, became a youth activist, was named Local Hero in a local weekly newspaper, received a full scholarship to California State University, San Francisco in 1996, and was recommended for appointment to the Mayor's Youth Commission.

Furthermore, noticeable changes have occurred in the community since the garden was established. According to Nuru, crime rates have dropped around the housing development. People have planted their own small gardens in front of their apartments. A sense of pride and ownership developed bringing the community closer together.

The program receives a good deal of positive support from the media and public officials. In 1996, it was visited by officials at the federal, state, and local level, was the kick-off site for the Bike Aid fundraising trip, and hosted a Festival at the Farm as part of San Francisco's Open Garden Weekend. These events help link the housing project to the rest of the city and change perceptions about this low-income community.

URBAN HERBALS

History and Context

Urban Herbals developed out of a two-year struggle to meet market demand at the farm site. As community interest in the farm grew, SLUG began looking at options to "grow the program" and provide more opportunities for the residents. Because SLUG staff was already aware of the issues Alemany residents were facing, they designed the project specifically with the community in mind. The objectives behind creating this enterprise were threefold: to provide jobs for the local residents, to create some form of economic development, and to maintain the important link that the community had established with the farm. Many of the youth had completed the internship program, which ends at age 17, but felt insecure about joining "corporate America." SLUG's goal was to provide a safe place for them to work that would encourage personal development while creating an ecologically sound product that would benefit the community.

The objectives behind creating this enterprise were threefold: to provide jobs for the local residents, to create some form of economic development, and to maintain the important link that the community had established with the farm.

Marketing

SLUG developed the enterprise using internal financial and organizational resources to support the new business. Kitchen space was rented at the Hunter's Point Naval Shipyard, recipes were created by SLUG employees, and a variety of different products were tested. The Renaissance Entrepreneurship Program assisted with the development of a business plan. Long-range goals include 25 percent annual growth for the first three years of the program, and the creation of a community factory in the next five years that will produce the products and employ 200 people.

While SLUG projects that *Urban Herbals* will be economically self-sufficient in three to five years, at this point the enterprise is still financially supported by SLUG. In its efforts to foster community ownership and local leadership, the organization collaborates with local small-scale entrepreneurs at all stages in the development and implementation of its ventures. Ultimately, these mutually beneficial partnerships should expand local economic development while supporting SLUG and its programs.

To market their products, employees originally attempted to sell their line of herbal vinegars and jams directly to consumers, but soon realized that the profits were too low to support their efforts. "It's hard to send a crew of three people out there and sell $50. It doesn't pay for their time" (Nuru, 1997). They quickly

Urban Herbals At A Glance

Site	
Location:	Rented community kitchen space at a naval shipyard.
Employment	
Targeted Participants:	Young adults, age 18-22
No. of jobs:	6 PT
Pay rate:	$8 per hour
Staff	
No. of jobs:	2 PT supervisors
Pay rate:	$10 to $12 per hour
Training	
Food production and packaging, marketing, public speaking.	
Marketing	
Retail outlets, wholesale distributors, online sales, faxed orders, gift shows.	
Annual Income from Sales (1997)	$25,000
Annual Expenses	$72,000
Funding Sources	
Private and public grants, sales, donations.	
Self-sufficiency Index	35%

understood that to become a viable business and generate significant income they would have to change tactics.

Realizing that marketing is a key element in the success of a product, *Urban Herbals* products are now sold at wholesale prices to established retail outlets who in turn sell the products to consumers. At the time of our interview, the products had been on the shelves for three months and they were on the shelves in 22 stores. They have been averaging two or three new outlets a month[1]. Other outlets for sales include food and wine festivals and online ordering through a Web site, as well as a fax-in order delivery service to city offices in downtown San Francisco.

Individual products retail at $5.00 for jam and $6.50 for vinegar. Gift baskets are also available which contain three jars of jam or three bottles of vinegar, and retail for $35.00.

Income from sales of the product averaged $2,500 in the first three months, and a test batch produced during the Christmas period of 1996 generated $10,000[2].

Employment

Urban Herbals employs six people, mostly graduates of the YGI program, who are paid $8 per hour for an average of 24 hours per week. Employees learn all aspects of the business, including manufacturing, packaging, and marketing of the products.

[1] By mid-1998, Urban Herbals had acquired distribution at 50 outlets in the San Francisco Bay Area, primarily in natural foods chain stores. Other sales outlets included farmers' markets and two local restaurants.

[2] Product sales for 1997 were $25,000. The projected sales goal for 1998 was $33,000.

In addition, two SLUG staff members are employed by *Urban Herbals*. One is a project manager and the other is a part-time supervisor. These positions pay $10 to $12 per hour.

The payroll for *Urban Herbals*' employees and staff averages about $4,000 per month. This is covered by a $15,000 grant from the San Francisco Mayor's Office of Community Development, income from sales (approximately $2,500 per month), and subsidies from internal SLUG resources.

Expenses

Current monthly expenses, including payroll, average about $6,000. Rent on the community kitchen used to manufacture the products is $800 per month. The farm supplies 25 to 35 percent of the produce used in *Urban Herbals* vinegars. The remaining produce is purchased from organic farmers. Supplies for the products average $1,500 per month when production levels are high.

Urban Herbals is supported by SLUG resources that come from grants, city and state funds, donations, and sales of the product. Over $150,000 was spent developing the product line. Another $100,000 was budgeted for *Urban Herbals* for 1997. This is quite different from other projects that start very small with limited budgets and grow along the way. SLUG has been able to stretch its resources—including staff, funding, and community donations—to provide support to this part of the organization.

Job Training

Like the Youth Garden Internship program, *Urban Herbals* is designed to provide intensive job training in a safe and supportive environment where the youth develop skills, receive adequate feedback, and make a positive impact on their own communities. Responsibilities are delegated so that each employee is in charge of a specific area of the business. For example, the organizational structure includes managers for jams, vinegars, marketing and distribution, delivery, demo shows, and new products. This structure is intended to encourage individual initiative and a deeper sense of responsibility and ownership of the business.

Fundamental to this process is the recognition that this training takes time and flexibility, especially when working with "at-risk" youth.

> When you design a project, you need to look at what the options are. You can't leave the options on the side. You need to look at a person. If people have problems in their lives, don't expect them to deliver in a program if you aren't ready to deal with those problems too. (Nuru, 1997).

SLUG takes a much more active role in the youths' lives than simply providing them with training and a job. If problems arise with the youth, the supervisors are expected to address them, whether that means taking an individual aside and talking to him or her, or calling the youth's parents or school and finding out why he or she

Like the Youth Garden Internship program, *Urban Herbals* is designed to provide intensive job training in a safe and supportive environment where the youth develop skills, receive adequate feedback, and make a positive impact on their own communities.

is having difficulties. SLUG believes that paying the youth, rather than having a volunteer program, is fundamental to their participation and to the success of the program.

Other aspects of the training program include education in health and safety before employees work in the kitchen, and a 12-week business training course taught by SLUG staff for all *Urban Herbals* employees. SLUG is currently developing this training program using *Urban Herbals* as the model so that the content will be relevant and applicable.

Employees also participate in conferences and gift shows to gain exposure to the business and academic world. For example, a group of *Urban Herbals* employees recently spoke on a panel at the national American Community Gardening Association conference. This type of exposure is invaluable experience for the young people who may rarely leave their own neighborhoods.

Individual and Community Benefits

Those involved in *Urban Herbals* take great pride in being associated with this community-based business, as well as in seeing the product sold in grocery stores. Employees learn responsibility, broaden their horizons, and make a living at the same time. As a result, the community's response to *Urban Herbals* has been significant. The program receives many applications from local young adults who want to join the crew. For now, however, SLUG is purposely keeping employment levels low so that it can continue to employ the core group at a substantial number of hours without reducing their pay rate.

SLUG's enterprising approach to community economic development has generated considerable public attention and support as well. The organization and its projects have been the subject of numerous television news programs, newspaper and magazine articles, and official commendation at the city, state and national levels.

Project Capacity and Leadership

SLUG's support of both St. Mary's Youth Farm and*Urban Herbals* is significant. The *Urban Herbals* business was developed and sustained by SLUG before any income was generated from the project. SLUG also sent the project coordinator of *Urban Herbals* to business school to develop her capacity to manage the project. The organization continues to support *Urban Herbals* while it expands into additional markets and generates more income. Similarly, the farm is also supported by SLUG, as it currently generates no income of its own.

Finding funding sources to provide this support, however, is a constant challenge for SLUG. Nuru remarked that he spends a good deal of his time seeking additional funding. "I lose my vision because I have to look for money. That's the non-profit world." (Nuru, 1997). Because many of their expenses are covered by grants, they are vulnerable to yearly, or project-based, funding cycles.

They are also in need of material and technical resources, such as a car to provide transportation to product demonstration sites, as well as expert advice and assistance in areas such as food processing and advertising.

The visionary behind SLUG's efforts, Mohammed Nuru, is a charismatic leader with an ambitious long-range view. His idealism is balanced with the practical skills to focus in on the details of a particular project. He grew up farming in Africa and later received training in landscape architecture. He feels that one of his strengths is his understanding of the African-American community, especially the particular issues facing young people. In his work, he is:

> not afraid to take a risk for something important. My whole thing in life is to bring people together and figure out how we can make life better. I like mixing things—colors, people, issues. You have to understand the larger issues beyond gardening (Nuru, 1997).

In its aim to reach economic self-sufficiency in three to five years, SLUG recently developed an Enterprise Department with the purpose of creating many community-based enterprise projects that will support the entire organization. *Urban Herbals* is in the process of expanding its product line and is in the final planning stages of a salsa product; this is, however, only one of four SLUG enterprise projects. The other three are a line of clothing called "SLUG wear"; the Chipper Program, which creates and sells mulch; and the Bulb Project, which supplies bulbs to several garden sites throughout San Francisco, focusing primarily in disenfranchised neighborhoods. "In all our projects, we strive not only to serve communities and create jobs, but to involve people in the ongoing process of community-based development" (Nuru, 1997). Fundamental to all of its efforts is the focus on restoration and stewardship of urban lands.

At the policy level, SLUG is working to increase government support of low-income communities in the form of seed money that can be used to build self-sustaining solutions and opportunities for local residents. Toward this end, SLUG is also forging ties with national movements that link issues of environmental sustainability, grassroots economic development, and food security.

"In all our projects, we strive not only to serve communities and create jobs, but to involve people in the ongoing process of community-based development."
--M. Nuru

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Vets Garden

Brentwood, California

The Vets Garden, located at the Veterans Administration Hospital in Brentwood, California, is a horticultural therapy program that uses the garden as a means to provide meaningful and non-threatening training and employment for the hospital's patients. The garden produces flowers, vegetables, herbs, and houseplants that are sold to local restaurants, and at retail sites in the V.A. Hospital and the nearby Federal Building.

History and Context

Ida Cousino, the program director, started the garden in 1986 when she noticed a large area of vacant land next to the hospital. A trained occupational therapist and horticulturist who formerly owned a landscaping business, Cousino saw potential to combine "her vocation and avocation" into an outdoor program that would give the patients meaningful activity and provide them with some income (Bridges, 1995). She borrowed $1,000 from the V.A. and used it to start the garden. Originally, the garden was envisioned as a therapeutic place for the patients in the treatment programs. Since its inception, the program has grown into one of the largest horticultural therapy programs in the country.

Employees at the Vets Garden suffer from a host of illnesses, including manic-depression, post-traumatic stress disorder, schizophrenia, and related disorders such as alcoholism and substance abuse. Most of the patients served in the Vietnam war, although some were Korean and Desert Storm war participants. For some, this program is the first job they have held in many years and nearly 90 percent have been homeless at some time in their lives.

Since its inception, the Vets Garden program has grown into one of the largest horticultural therapy programs in the country.

The land on which the garden is located is owned by the V.A. The Vets Garden program uses the land free of charge. While the program now uses only 13 of the total 40 acres available, they could potentially expand to use the entire space.

Production

Most of the crops produced at the garden are grown cooperatively in rows in the field and in raised beds suitable to intensive production techniques. One area of the garden, however, has been divided into individual plots and allotted to all program participants to garden in whatever manner they choose. Some grow vegetables for personal consumption, some use the space to raise crops that can be sold to generate additional income, while others develop beautiful spaces full of flowers.

Vets Garden At A Glance

Site	
Location:	Veterans Administration Hospital Grounds, Los Angeles
Size:	13 acres
Ownership:	Veterans Administration
Employment	
Targeted Participants:	Veteran patients
No. of jobs:	35 PT
Pay rate:	$3-12.50 per hour
Staff	
No. of jobs:	2 FT Directors
Training	
Organic gardening, plant propagation, floral arrangement, retail experience.	
Marketing	
Garden produce and products are sold in the V.A. hospital gift shop, a retail site, and to restaurants.	
Annual Income from Sales	$83,412
Annual Expenses	$98,400 (not including staff salaries or water expenses).
Funding Sources	Sales, parking lot revenue, donations.
Self-sufficiency Index	85%

All of the crops produced are grown organically, although the garden cannot be certified organic because pesticides are used in the neighborhood. No pesticides are allowed at the Vets Garden because some of the Vietnam Vets were exposed to Agent Orange and are allergic to pesticides.

The transformation of these crops into value-added goods, such as dried flowers and dried and fresh flower arrangements or wreaths, occurs on-site in the greenhouse, lathhouse, and flower-drying shed. At the time of our interview, the program was producing approximately 50 floral arrangements each month.

Marketing

The Vets Garden program has two main sources of income—sales from garden products and revenue from a nearby car parking lot on the V.A. grounds. The largest percentage of income is generated through the sale of products from the garden. Flower arrangements, vegetables, and herbs are sold to local upscale restaurants. Indoor plants, fresh and dried floral and herb arrangements, wreathes, and topiaries are sold at retail stands in the V.A. Hospital and at the Federal Building. In 1996, sales from the garden totaled $83,412.

The hospital provides a stable market for the garden. It requires, however, that the garden maintain certain levels of productivity, or acquire the floral products in some other way. Occasionally, flowers must be purchased at a wholesale flower mart when they are not available in the garden and this creates additional expenses for the garden.

Finding new products and markets for the garden is a struggle for the program. In the past, restaurants have approached the program to buy its produce

and flowers. The garden receives a good deal of positive publicity and exposure, and this has had a beneficial impact in terms of acquiring accounts. Informal networking is the primary means of marketing. Two of Program Director Cousino's biggest supporters are Mary Sue Miliken and Susan Fenniger,local restaurateurs who also have a national television cooking show, The Hot Tamales.

Cousino sees potential for more market outlets, but she does not have the time or resources to implement a more aggressive marketing strategy. Currently, she is working with Bruce Rosen, a Los Angeles-based entrepreneur, on a catalog entitled *Gifts and Giving*, which will offer products from non-profit organizations like the Vets Garden to the public through mail order. The catalog will offer herb bouquets, dried flower wreaths and products, and topiaries produced at the Vets Garden. The catalog was to be mailed out in the fall of 1997, in time for Christmas sales.

Other ideas for increasing sales include making presentations to local garden clubs, offering classes at the garden for local residents in topics such as landscaping, home gardening and flower arranging, and in the future offering the garden as a site for weddings and parties.

The second source of income for the program is the revenue that is generated from an adjacent parking lot. During shows or festivals that are held on the grounds, Vets Garden employees earn extra income working as parking attendants. In 1996, the program earned about $40,000 from the parking revenue. This amounts to about one-third of the program's budget (excluding directors' salaries, which are paid by the VA). This income has recently been cut, however, because the responsibilities for working the events have been given to someone else. The program is trying to find other funding sources, such as increasing sales, to replace this lost income.

Employment

Employees at the Vets Garden learn various skills depending on their interests, including market gardening, horticulture, flower drying and arranging, retailing, equipment use and upkeep, and irrigation. Currently, the garden has 35 employees who work 25 to 40 hours per week. The wages range from $2.50 to $12.50 per hour. The Vets Garden operates as a sheltered employment program for very low functioning patients. For this reason, some employees are paid less than minimum wage, based on the amount and type of work they are capable of completing, as well as the amount of staff time that is required to supervise them.

In a six-week period from March to mid-April of 1997, the payroll was $16,288. Seventy-five percent of the payroll is covered by income from sales. The other 25 percent of payroll comes from the income from the parking lot.

Employees work on-site, deliver products to restaurants, and sell at the retail stand. As employees become more comfortable and confident in their duties, their

responsibilities are increased. An additional six employees who started working in the garden now work as groundskeepers on the V.A. property.

Turnover among employees at the garden varies. Some veterans leave for jobs after a month while others need years to develop work skills. Many veterans at the garden had not worked for years when they started the program. Cousino described one man who rarely spoke out loud when he started working in the garden. Three months later, he was speaking all the time and had been taken off his medications.

The program is run by two full-time directors. Their salaries are paid by the V.A. and so do not represent a direct expense of the program.

The program also receives many hours of unpaid labor from interns and volunteers. College students work at the garden in internships that range from eight weeks to three months. This works out to approximately 12 to 15 full-time equivalents per year. Additionally, the garden generally has from 35 to 40 volunteers working at the garden during the year.

Expenses

The Vets Garden is supported almost entirely by income from sales and the parking lot. Total income for 1996 was $123,412, of which $83,412 came from sales of garden-related products. The other $40,000 came from parking lot revenue. Seventy percent of the income went to pay salaries and 30 percent went back into the program to pay for inputs, equipment, and other garden expenses. The garden spends about $1,200 per month on supplies and about $7,000 per month on salaries.

The garden, however, is unable to cover all of its expenses through sales. As Cousino stated, "It's impossible to make enough from sales to cover all your expenses when you're also running a training program. You have to pay for classes, meetings, rehab and job training too."

Because the program is part of the federally-controlled Veterans Affairs, the Vets Garden is ineligible to receive grants. The program is currently in the process of developing a non-profit organization called Friends of the Vets Garden, which would include a board of directors to oversee program finances. Non-profit status would make the Vets Garden eligible for grants.

Job Training

The job training program at the garden consists of a combination of hands-on and formal education. Employees learn various aspects of gardening, production, and marketing through direct instruction from the directors and occupational therapy interns from local universities. Some of this training is also led by employees who have been in the program for a longer period of time; they are encouraged to take on leadership roles as they develop skills.

Employees receive more formal training three days a week in a program developed by director Bob Vatcher. This program consists of 14 lessons on the

"It's impossible to make enough from sales to cover all your expenses when you're also running a training program. You have to pay for classes, meetings, rehab and job training too."
--I. Cousino

In-patient stays have been significantly reduced and patients are making progress at faster rates than before the garden was established.

basics of horticulture. Participants are tested on each lesson and after completion of all 14 lessons, they take a final exam. If they pass the exam, they receive a Certificate of Training that can be used when applying for jobs outside the program. "It's a lot of hard work," states Vatcher. "But not only is it therapy, ...we're training them to work." (Gould, p 3.)

Individual and Community Benefits

The most significant benefit of the garden program has been its impact on the employees. In-patient stays have been significantly reduced and patients are making progress at faster rates than before the garden was established. This reduction in services provides a substantial cost savings to the hospital. In-patient care costs $600 or more per day while out-patient care is $41 per day. This savings allows out-patients to remain under the V.A.'s care at the garden for a longer period of time. Finally, because the employees are returning to a higher functioning level, they can participate more fully in the world and move on to jobs outside the hospital.

As Gary, a garden employee said, "Like everything down here, each and every one of us has grown. Like a plant that looks a little shaky, a little TLC is all we need." (Gould, p. 3).

Participation in the program has led many of the vets to become involved in related projects outside the hospital and the garden. Several of the vets have begun attending the Culver City Garden Club meetings and participating in their events. Habitat for Humanity has solicited the help of Vets Garden employees to volunteer on a landscaping project. Employment opportunities have arisen for participants including gardening and landscaping positions at the Los Angeles County Parks and Recreation Department, UCLA, and the city of Beverly Hills. Several of the employees have also gone back to school.

The garden is the recipient of a great deal of positive publicity and material donations. The garden has been the subject of numerous newspaper and television reports, including frequent mentions on a locally-based televised cooking show. It also receives donations from the business community in the form of plants, seeds, baskets and equipment.

Project Capacity and Leadership

The institutional support provided by the V.A. is both an asset and a limitation for the program. The V.A. provides the program with free access to land, water, electricity, and vehicles, and pays the directors' salaries. This is significant, especially considering that similar garden projects face the greatest difficulty finding funding sources for their staff. Furthermore, many other garden projects have unstable access to the land they use, and this is not an issue for the Vets Garden. They use as much land as they want and have the potential to expand.

On the other hand, the V.A. is a large bureaucracy and communication between individual departments is challenging at times. The garden is largely

dependent on the V.A. for regulatory resources and organizational matters. If, as they hope, non-profit status is established, the garden will be able to more directly control its own resources.

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BYA Community Garden Patch

Berkeley Youth Alternatives
Berkeley, California

The BYA Community Garden Patch in Berkeley, California is a one-half acre organic garden in a low- to moderate-income community on an abandoned railroad right-of-way. Four youth employees work in the garden growing produce that is sold to neighborhood parents, at farmers' markets and local stores. Recently, the Community Garden Patch also started a nursery business, raising plants and selling them at three local produce markets.

History and Context

The BYA Community Garden Patch was developed in 1993 by Laura Lawson, a recent graduate of the Master's Program in Landscape Architecture at UC Berkeley. With a strong commitment to community participation in the design and construction of the garden, Lawson worked with neighborhood teenagers to design and build the space. The original goals of the project were: "establishing a productive garden, providing social spaces and educational opportunities, and creating a community open space" (Lawson, 1995). A series of meetings were held at the garden with the teens and other community members, resulting in a design that incorporated the ideas and needs of the residents. The final plan designated spaces for a market garden, a 15-plot community garden, and a children's garden. These participatory efforts resulted in a neighborhood-based garden that had the support and involvement of the local community behind it from its inception.

The older youth, age 15 to 18, are employed 15 to 20 hours a week to work in the garden, attend classes on topics such as career exploration, resumé writing, and job skills, and receive tutoring and group counseling.

One of the original intentions of the garden was to create a place for local children to learn where food comes from and for local youth to grow as a job training program. Since 1993, Berkeley Youth Alternatives (BYA), a 25 year old community organization with multiple programs for at-risk youth, has used the market garden to provide horticultural training as part of a larger program that focuses on personal and career development for youth age 6-18. The older youth, age 15 to 18, are employed 15 to 20 hours a week to work in the garden, attend classes on topics such as career exploration, resumé writing, and job skills, and receive tutoring and group counseling.

The site on which the garden is located is owned by the City of Berkeley and leased for $1 per year. This property, part of a long strip of land that was a former railroad right-of-way, was unused for several years before the garden was established. Access to the site is fairly stable, although increasing development and property values in the area have begun to put pressure on the existence of any open space. If these pressures increase in the future, the garden's support within the

BYA Community Garden Patch At A Glance

Site	
Location:	Abandoned railroad right-of-way
Size:	½ acre
Ownership:	Leased from the City of Berkeley for $1/year.
Employment	
Targeted participants:	Youth, age 15-18
No. of jobs:	4 PT
Pay rate:	$5.75 per hour
Staff	
No. of jobs:	1 FT Director, 2 PT Americorps volunteers
Pay rate:	Coordinator: $10/hour; Americorps worker: $1,000/year
Training	
Organic gardening, plant propagation, business and marketing skills, career and personal counseling.	
Marketing	
Produce and nursery plants are sold to local stores and program parents.	
Annual Income from Sales	$6,892
Annual Expenses	$52,000
Funding Sources	
Private and public grants, sales, donations.	
Self-sufficiency Index	13.25%

neighborhood may be the most significant defense for the garden's continued existence.

Marketing

The BYA garden was originally conceived as a financially self-supporting project, based on founder Laura Lawson's research on two other market gardens: Kona Kai in Berkeley, California, and the Homeless Garden Project, in Santa Cruz, California, as well as the research of John Jeavons (see references at the end of this case study). (The Homeless Garden Project is discussed in detail in another case study). Lawson's research suggested that a half-acre garden could generate enough income to support itself. Over time, however, BYA participants have "learned the hard way" that they could not cover all of their expenses by selling produce.

Nevertheless, in 1996, the garden generated $6,892 from sales of produce and nursery plants. This income represents 13 percent of the program's annual costs. Five thousand dollars of this total came from sales of plants and produce at farmers' markets, to BYA participants' parents, and to restaurants (10 to 15 percent of the produce was sold to parents, 85 to 90 percent was sold at farmers' markets). The nursery business, developed in 1996, made up the remaining income, generating $1,000 in its first year.

In 1996, a local produce store owner approached BYA looking for a way to help the young entrepreneurs. BYA started selling plants at his store. After this initial market was established, the youth developed marketing materials directed to other small business owners and targeted potential stores to solicit business. Two

additional stores responded. The young people built wooden carts to display the plants at the stores. The carts are also stocked with printed material about the program, which gives BYA positive, free publicity.

The program is currently considering other options for expanding existing markets and creating new ones.[3] The nursery business exhibits potential to grow and generate more income, based on local response to the products. Other options under consideration include the development of an eighth-acre site next to the BYA center where a building burned down. The site is unsuitable for growing food, but BYA is planning to raise flowers there that could be sold in bouquets at the farmers' market and other local markets.[4] They have also explored the possibility of doing value-added production to increase revenue for the program. However, garden coordinator Alison Lingane does not believe that it is possible to make money producing both the food and the inputs needed for a value-added product. "You can't grow 100 percent of a product and make a profit out of it." She says it is too labor intensive to grow all the necessary inputs and be involved in production while running a job training and skill development program at the same time.

Furthermore, the program wants to keep the priority on training the youth and producing food. They are aware that other specialty crops could be grown which would produce higher profits, but they are committed to growing a diverse selection of produce for the community, rather than growing baby lettuces, for example, which would be consumed at restaurants.

All of the money raised through sales goes back into the program to cover expenses. Ideally, the garden would like to be earning enough through sales to cover the coordinator's salary, which is now partly covered by grants. However, Lingane, who is the only staff person, has trouble finding the time to do marketing and fundraising, in addition to her many other responsibilities.

Another barrier to expanding sales, Lingane notes, is the absence of a business plan. She approached the UCB Business School to ask for assistance in completing a plan. To date, however, no one has stepped forward to help. At the time of our interview, Lingane was taking a microeconomics class so that she would have the skills to develop a business plan on her own.

Employment

The four youth employed by the garden project are all enrolled in the Berkeley Youth Alternatives (BYA) after-school program. Employees work 15-20 hours per week year round and are paid $5.75 per hour, the current minimum wage. They are also allowed to take home any produce from the garden that they want. The youth spend about 80 percent of their time in the garden. The rest of the time is spent in

[3] In 1998, the youth market garden launched a membership program for its produce. Members pay a monthly membership and pick up bi-monthly bags of produce.

[4] Garden Patch youth spent most of 1997 developing a business plan for the flower business. They plan to launch a flower delivery service, primarily to offices, in the fall of 1998.

classes and workshops designed to develop career and personal skills with tutors and counselors. Gardening responsibilities include growing crops for market, general upkeep of the garden, and more recently, growing plants for the nursery business. The employees also sell produce at a local farmers' market.

The program has one full time coordinator, Alison Lingane, who is paid $20,800 annually.[5] During busy seasons, it is not unusual for her to work up to 60 hours per week. Her responsibilities include general upkeep and maintenance of the garden, training the youth in organic horticulture practices, fundraising, marketing, maintaining public relations by giving interviews and tours, and coordinating the children's garden activity leaders and the community garden plots. In addition to these duties, she is currently overseeing the construction of a new greenhouse at the site, as well as developing the nursery business.

Lingane is assisted by a part-time Americorps volunteer.[6] This volunteer works 20 hours per week at the garden, and BYA pays $1,000 per year of his salary. Financially, it is a beneficial arrangement for BYA. Lingane has a reliable and consistent assistant to whom she can delegate a certain amount of work.

The program has many regular volunteers who donate time in the garden. The garden has four or five work days per year, at which 20 to 30 volunteers work. Volunteers come from the neighborhood, gardening advocates, people earning community service hours, and service organizations. Volunteers range in age from children to seniors.

The annual payroll for the four employees, the Americorps worker, and the coordinator amounted to $43,000 per year in 1996-97, or 83 percent of the total expenses. Payroll is by far the program's largest expense.

One of the major problems Lingane faces in running this program is the lack of funding for staff. Ideally, she would like to have another full-time assistant to help her, but this would require more funding. While the program has been relatively successful in finding grants to cover youth employment, they have had more trouble locating funding sources for staff salaries. "Volunteers are a huge help, but they don't solve the problem." She needs someone who will be available for the same amount of time each week and to whom she can pass on specific responsibilities. She sees potential for interns or an apprentice program as possible sources of unpaid labor. Lingane also expressed interest in having an intern who would develop the program's marketing.[7]

One of the major problems the garden coordinator faces in running this program is the lack of funding for staff.

[5] In the spring of 1998, Lingane left BYA to pursue an MBA at UC Berkeley. Danny Engelberg now runs the garden program.

[6] A second Americorps worker was hired in 1998.

[7] The two Americorps staff members each work 32 hours per week in the garden. One of the workers coordinates the children's garden, while the other is a business assistant for the market garden.

Job Training

In the larger picture of the BYA program, food production for the community and youth training are the top priorities. The market garden business serves two purposes: one is to provide the young people with experience in running a business, and the other is to provide the program with income to offset funding needs. As Lingane put it, "The business is a side thing. The business comes last."

Lingane provides the young people with training in organic horticulture techniques and practices, as well as marketing and business skills. Career and personal development, however, take precedence over the garden. "When you've got a kid who doesn't know how to read, that takes priority over making sure that all the beds are planted," she says.

Nevertheless, training is a significant expense for the program. When the market garden idea was conceived, the cost of training was underestimated, both for a coordinator's time to oversee the training and for the actual training of unskilled labor. Training takes up a large portion of Lingane's time. She estimated that the number of hours worked in the garden would be cut in half if trained and skilled people were doing the work instead of youth lacking technical and basic job skills.

The majority of the funding to cover training expenses comes from grants and, to a lesser degree, income from produce and plant sales. Additionally, all youth are promoted to the garden from the BYA Landscaping crew on a contract with the city of Berkeley. The hiring of garden employees is handled through the landscaping crew and trainings are organized jointly by the garden coordinator and the landscaping coordinator.

Four young people have worked in the garden since it was established in 1993; all four are currently employed, though none of them is doing landscaping or garden work.

Expenses

The BYA garden is supported by sales, grants, and donations. The program had a budget of approximately $52,000 for fiscal year 1996-97. About 13 percent of this ($6,892) is covered by sales. Lingane estimated that the total contribution of both cash and in-kind donations amounted to about $1,000 per year. The remaining $45,000 is from grants.

In 1997, the program received an additional $50,000 grant, which was divided equally for construction of a greenhouse and for salaries.

Individual and Community Benefits

Teenagers are the most important beneficiaries of the garden project. As Lawson states, "these programs offer alternatives for the participants by pointing these teens in the right direction" (Lawson and McNally, 1995: 217). Participants receive training and education in gardening and marketing. In return, they serve as mentors for the younger children in the BYA programs, developing leadership skills while

passing on the skills and education they have received. In this capacity, they hold workshops on garden-related topics such as preparing beds for planting and growing seedlings. Finally, the youth organize an annual Harvest Fair at the garden each October, expanding their role in the community and sharing the fruits of their labor.

The multi-faceted design of the BYA Community Garden Patch benefits the community as well by providing individual plots for local residents to grow their own food, a local source of fresh organic produce for neighbors to purchase, a safe environment for children to learn about the natural world, and a well-tended open space in the center of the neighborhood. Neighborhood teenagers use the garden as a space to hang out together. A great deal of interaction occurs between people of different ages and backgrounds as well. According to BYA staff, it is not unusual to find people from five generations and four ethnic backgrounds in the garden on any given afternoon.

The widespread community support of the program serves several purposes. It helps maintain the gardeners' access to the publicly-owned land. In addition, not only does the youth program receive a good deal of positive publicity both within the community and beyond, courtesy of the media, the community garden plots benefit other residents in the neighborhood, which lends support and permanence to the project. This endorsement is also significant for the viability of the garden as a business. Parents of the youth involved with BYA, as well as local markets, provide the crucial financial support that enables the garden to generate a limited income for itself.

According to BYA staff, it is not unusual to find people from five generations and four ethnic backgrounds in the garden on any given afternoon.

Project Capacity and Leadership

Alison Lingane, the project coordinator, started working with the program as an Americorps volunteer in 1994. An organic farmer by training, with a degree in Biology from Harvard University, she is interested in a career teaching at-risk youth. While she juggles many different responsibilities in her work with the garden project, her top priority is training young people. Her involvement in the garden, almost from its inception, provides consistency and a clear sense of the direction the program is going, as well as a grounded understanding of the challenges of running a project that provides so much, with limited resources, to its participants.

As with all of these entrepreneurial gardens, it's not just about gardening. As Lawson states:

> Managing a multi-purpose project is complex. Finding the right structure to sustain the multiple goals and functions requires creativity and tenacity. There are many players who don't naturally interact that must be brought together in cooperative self-interest. Business people, farmers, social service providers, educators, and youth need to feel comfortable with this forum of exchange. In replacing a traditional approach with a program that breaks new ground, the rules are being rewritten as we go (Lawson, 1995).

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Homeless Garden Project
Women's Organic Flower Enterprise

Santa Cruz, California

The Homeless Garden Project (HGP) consists of two garden-based programs that operate as an employment and job-training program. The first program is designed as a community-supported agriculture (CSA) enterprise in which homeless adults are employed to raise produce sold to local residents. The second program, the Women's Organic Flower Enterprise (WOFE), employs homeless women to raise flowers and create dried floral products, as well hand-dipped beeswax candles. These products are sold at an on-site retail store and through mail order. The two programs currently have 19 employees working on almost five acres of land.

Although the Homeless Garden Project functions financially and operationally as a whole, for the purposes of the case study we have attempted to examine operation of these two enterprises individually.

HOMELESS GARDEN PROJECT

History and Context

The Homeless Garden Project was established by a group of volunteers in 1990 to provide a safe and beautiful daytime space for homeless people. The project has evolved over the years into a three-year job-training and transitional employment program. During its first year in operation, the gardeners grew produce that was sold to local restaurants. Excess produce was donated to a soup kitchen. The following year, marketing efforts were expanded to include the Santa Cruz farmers' market. With the goal of increasing financial stability, a CSA operation was developed in 1993. They chose this model because it allowed community members to directly support the employment and training programs offered by the project, as well as create a source of organic, locally grown produce that the community receives on a weekly basis.

HGP operates on two different sites that are leased for $1/year from the landowners. The Pelton site is 2.5 acres of land owned by the City of Santa Cruz. The land has been certified organic for seven years. The Natural Bridges site is just over two acres and is owned by a local developer. The site is leased month-to-month indefinitely, until the owner chooses to develop it. Both sites use biointensive practices that focus on low impact, organic growing techniques. Crops are grown in double-dug raised beds and a greenhouse.

Marketing

The Homeless Garden Project utilizes the CSA model to market shares of its produce to local community members. The CSA season runs from late May to mid-

Homeless Garden Project At A Glance

Site	
Location:	2 community-based gardens in Santa Cruz.
Size:	5 acres
Ownership:	Leased for $1/year from a local developer and the city.
Employment	
Targeted Participants:	Homeless adults
No. of jobs:	13 PT
Pay rate:	$5.75-8 per hour
Staff	
No. of jobs:	3 FT and 2 PT
Pay rate:	Director: $13.75/hour; others: $10-12/hour.
Training	
Organic gardening, CSA management, work and social skills.	
Marketing	
Produce is marketed through a CSA.	
Annual Income from Sales	$40,000
Annual Expenses	$210,000
Funding Sources	
Private and public grants, sales, donations.	
Self-sufficiency Index	19%

November and can accommodate 100 shareholders. Currently, 30 shareholders pay a sliding scale of $400 to $560 per year (or $15 to $20 per week) for a weekly box of fresh produce. A portion of the shares are available at reduced price for low-income families. .

In 1996, the CSA generated $40,000 from shareholders, which represents about one sixth of the total budget for both the CSA project and WOFE. The garden was planning to increase this amount to $45,000 in 1997.

Excess produce that is not sold in the CSA shares is sold at farmers' markets and occasionally to restaurant accounts. The project makes an effort to sell everything they grow in order to maximize revenues through sales. Any produce that is not sold is used for employees' lunches or donated to community groups.

The garden project advertises for new shareholders by mailing out brochures to the local community and running public service announcements, free of charge, in weekly newspapers and on television and radio. Many shares are sold through word-of-mouth and through the visibility of the garden in the neighborhood.

Employment

The Homeless Garden Project recruits individuals from nearby homeless shelters and from the streets. During the application process, potential employees are asked to work a four hour shift in the garden. This gives both the workers and the employers a chance to evaluate the suitability of this program for each individual.

HGP looks for people with the potential to be significantly helped by participating in the program. Individuals may stay working in the program for up to three years.

Currently, HGP has 13 employees at the two garden sites. The number of employees fluctuates depending on the season, but the program attempts to maintain a minimum of 13 workers throughout the year. Other individuals may be hired on a short-term basis as the work and funds are available. Most employees work an average of 16 hours per week, but this number increases to 24 to 30 hours at busier times. During their first year in the program, employees are paid $5.75 per hour, the current minimum wage. Several training positions with increased responsibility are available at $6 to $8 per hour.

Payroll is the largest expense for the CSA project, averaging about $7,000 per month. The program struggles considerably with meeting payroll. The amount of funding varies from year to year, leaving the program vulnerable to cuts and layoffs. In 1996, for the first time since the program started, the entire staff worked without pay for six weeks due to lack of funding for salaries. Many people volunteered to keep the project running until funding was re-established. Dena Watson, the former WOFE director, suggested that one problem the program faces with securing funding is that the program is not new. Many grant-making agencies want to fund new programs. It is challenging to find grantors that are willing to fund ongoing operating costs. Because of this, the project would like to increase its reliance on sales and donations and rely less on foundation grants.

The Homeless Garden Project employs five staff members. Three of these are full-time positions: project director, horticulture director, and garden director. The two part-time positions include: assistant project director and administrative assistant. Some of these staff members have responsibilities for both the CSA enterprise and WOFE. The salary for the staff positions is $10 to $12 per hour, except for the project director position, which pays $13.75 per hour. The project also employs an accountant as a consultant.

The program also receives many hours of unpaid labor. Approximately 30 interns from UC Santa Cruz and Cabrillo Community College work ten hours per week in the garden, exploring their academic interests while working with the program. In the springtime there may be as many as 20 interns involved, which is the equivalent of 200 hours per week of unpaid labor. Volunteers from schools, senior citizen programs, and the surrounding community also donate time in the garden. One staff responsibility is the management and training of volunteer labor.

An additional benefit for anyone who works in the garden, including employees, staff, volunteers, and interns, is a free lunch at the Pelton site everyday. The food is donated from a local bulk food business, local retail bakeries and other markets. Much of the produce comes from the garden. Lunch is prepared in an outdoor kitchen with an open wood stove and food preparation and clean-up duties are shared by the workers. Generally, 10 to 20 people show up for lunch each day.

The garden hires inexperienced workers with barriers to employment with the primary goal of training them in a non-threatening and therapeutic environment.

Job Training

The job-training component of the Homeless Garden Project is the most important aspect of the program. The garden hires inexperienced workers with barriers to employment with the primary goal of training them in a non-threatening and therapeutic environment. Workers receive more intensive training in the winter months, when the garden is less productive.

The three-year program is designed to increase the level of workers' responsibility over time. In the CSA program, duties in the garden are gradually increased until the worker is knowledgeable in all aspects of the CSA business. For example, in the first year, workers learn the basics of fieldwork, concepts of agriculture and organic growing techniques, as well as develop basic job and social skills. In the second year, responsibilities include working in the greenhouse and learning techniques of propagation. For the third year, workers may be promoted to field supervisor, learn marketing strategies, supervise compost production, or play a larger role in running the CSA.

One of the primary goals of this training is to build self-esteem. In both the WOFE and CSA programs, productivity is balanced with increasing employees' self-esteem and encouraging the development of skills. Patrick Williams, the horticulture director, estimates that at least half of his 40 hours per week are spent training the workers. He tries to provide a supportive environment that will encourage people to learn, while recognizing that people acquire skills at different rates.

The program strives to maintain a balance between its commitment to being a job training program and the financial necessity of production. Furthermore, the program attempts to maintain efficiency while providing employment for as many people as possible. "We need to maintain a therapeutic atmosphere while being a working farm," Williams says.

One of the major dilemmas of this heavy emphasis on training is the expense. The model of training that the program provides is not the least expensive way to provide job training but, as its brochure explains, "provides enough structure to be effective while maintaining the flexibility necessary to enable individuals to regain their sense of self-worth and move beyond the need for basic sustenance."

Expenses

The annual budget for the Homeless Garden is $210,000. At the time of our interview, expenses, excluding payroll, were approximately $3,000 per month for the entire program (WOFE and CSA) and included rent on the retail and office space, repairs and upkeep on equipment and vehicles, insurance, California Certified Organic Farmers certification, seeds and inputs, and printing. The project spends $800 a month for water.

The Homeless Garden Project is supported by a combination of foundation grants, local government grants, private donations, and income from sales. In 1995,

36 percent of the budget was covered by sales, while 64 percent came from grants and donations. In 1996, income from the CSA covered one sixth of the program's total expenses. The program also receives thousands of dollars in-kind donations of services, labor, equipment, materials, and supplies each year.

Individual and Community Benefits

As Williams sees it, the income generated at the garden is secondary to the benefits the program provides for the employees. "You need to look at people who are kept out of drunk tanks and out of emergency rooms. You need to look at these things to see the real profit," he says. The garden program has been successful in helping people make important steps to improve the quality of their lives. For example, one 38 year-old employee who had never held a job and was a serious alcoholic stopped drinking a few months after being employed at the garden. Another employee went back to school. The job training has also paid off for some employees. Former employees have found jobs as landscapers and in construction.

Many people work in the garden for a week or a month without pay and use the garden "as a place to get themselves together," Williams says. The program does not have the budget to pay all the people who want to work there, but the garden is always open to people who want to reap the therapeutic benefits it provides.

Public and Community Support

One of the major forms of support that the local community has shown for the garden is through the purchase and renewal of CSA shares. This income is vital to the financial viability of the project. This commitment to the garden, however, has taken time to develop.

Originally, neighbors were skeptical about the location of the Pelton garden. Residents were concerned about the homeless population working in the neighborhood, as well as the effect the program might have on their land values. As the garden has developed over the years into an attractive urban farm, however, this skepticism has been overcome and the garden is now seen as a retreat. It is not uncommon for locals to bring visiting family or friends to see the garden or to use it as a quiet space for walking in the evenings.

Recently, however, the Santa Cruz City Council decided to sell the land on which the garden is located in an effort to generate revenue for the city[8]. The money anticipated from the sale, estimated at $3 million, will be used to buy land around

[8] Since the time of our interviews in May 1997, the Pelton site has been sold for development. Current plans are to construct 12 to 15 houses on the site. The HGP has moved CSA production to a site in the Natural Bridges area, about a mile further out of town. The effect of this move has been to decrease production space, lower the number of shares the CSA can accommodate from 100 to 60 and thereby decrease revenue for the program, and make pick-up of weekly shares more difficult for shareholders. The HGP is negotiating access to a larger piece of land with the city of Santa Cruz. The city council will be voting on the proposal in the summer of 1998.

the city to create a greenbelt and limit growth. The garden is located in a prime residential neighborhood a few blocks from the ocean, and several developers have already drawn up plans for a housing development at the site. A neighborhood committee distributed a petition to save the site and received a large number of signatures, but their efforts were unsuccessful. While the garden program has historically been well-supported by the city council, it is a very small program in a financially strapped city. The project's staff and Board of Directors were committed to honoring their agreement with the city council and the understanding that the use of the land was temporary.

A trainee at the garden described the loss:

> There's a word that Thomas Jefferson liked a lot, usufruct. It means that you have the use of something as long as you pass it on to future generations without damaging it. We built up the soil, we could pass this on to future generations much better than undamaged, but instead they're gonna put condos in here, with a cul-de-sac (Peter Stafford, in *The Fish Rap Live!*, March 12, 1997).

Project Capacity and Leadership

While the program has dedicated staff, workers, and neighbors, it is difficult for the CSA project to make long-term plans because of its unstable access to the land. Participants are currently seeking another site to replace the acreage they will lose at the Pelton site. The program is hoping to find a larger site, at least four acres, at a higher elevation and farther from the coast that would allow them to grow more warm season crops. They are also hoping to raise funds to buy land either by acquiring a loan and paying the money back over a long period of time, or through donations that would enable them to buy the land outright. A larger site would help the CSA become self-sufficient, allowing it to grow more specialty crops such as basil, cut flowers and medicinal herbs. Participants could sell extra produce at farmers' markets and to restaurant accounts which would enable them to hire additional employees. Concentrating on one site would optimize staff time and minimize management, supervision and transportation issues caused by working on several smaller pieces of land.

Another limiting factor for the project are the requirements of the landowners who regulate what can and cannot be done at each site. Considerations include the construction of outbuildings, the hours of use, and the types of fertilization practices they use. Under the control of the landowners, the program has not been able to form its own regulations regarding business practices, which has made the program vulnerable to the whims of people outside the project. Start-up on new sites, with the loss of the temporary site, involves considerable expense of staff time and loss of revenues until a site can be brought into production.

Nevertheless, the staff of the project is committed to the goals of providing a therapeutic environment that provides training and employment for the homeless in Santa Cruz.

> The...uniqueness of the CSA at the HGP is the mix of projects. While most CSAs are centered around food production, the CSA is considered only part of the total project. The Homeless Garden Project, in addition to striving for the maximum ecological and social integrity of agriculture, is also calling on our community to address the issues of homelessness (Lawson, 1992:77).

WOMEN'S ORGANIC FLOWER ENTERPRISE

History and Context

Realizing that homeless women are confronted with additional concerns for safety on the streets or in shelters, the Women's Organic Flower Enterprise (WOFE) was established in 1994 as a safe workplace where women support other women in their training transition toward increased stability. During the rainy season, however, some men from the CSA program also work at WOFE. Employees work in a 1/8-acre garden growing flowers and grains suitable for dried floral arrangements. The flowers are then dried and made into arrangements, such as wreathes and topiaries. In addition, the women make hand-dipped beeswax candles. All of these products are sold in a former railroad station across the street from the garden that serves as a retail site, a workshop, and HGP's administrative offices. Products are also sold through mail order.

Realizing that homeless women are confronted with additional concerns for safety on the streets or in shelters, WOFE was established in 1994 as a safe workplace where women support other women in their training transition toward increased stability.

The WOFE site is owned by a local business owner who shares his land with the program at no charge. The site was previously vacant for many years and the owner currently has no future plans for the site. The city is making long-range plans, however, that could affect the garden. The WOFE garden produces 70 percent of the flowers and herbs it uses. All products are grown organically in double-dug raised beds and dried in the retail/work space across the street.

Marketing

WOFE generates approximately one-third of its budget by selling its products. In 1995, WOFE brought in $22,722 from sales; $14,813 of this was from candle sales, which contain no garden products. In 1996, WOFE made $27,333 from sales; $16,023 was from candle sales.

Culinary products and candles are the best-selling WOFE products. Wreathes and dried flower arrangements do not sell as well, except near the Christmas season, which is the most financially successful time for selling WOFE products. Of the $27,333 made in 1996, Dena Watson, the former director of the program, estimated that $16,000 to $20,000 of that was earned in November and December.

Women's Organic Flower Enterprise At A Glance

Site

Location:	Vacant lot garden and retail store.
Size:	1/8 acre
Ownership:	Leased at no charge from property owner.

Employment

Targeted Participants:	Homeless women
No. of jobs:	6 PT
Pay rate:	$5.75-8 per hour

Staff

No. of jobs:
Two HGP staff members who also oversee WOFE.

Pay rate:	$10-13.50/hr

Training

Organic gardening, flower drying and arranging, candle making, retailing, work and life skills.

Marketing

Products are sold at a retail site, at gift shows and through mail order.

Annual Income from Sales	$22,722 (1995); $27,333 (1996)
Annual Expenses	$64,000

Funding Sources

Private and public grants, sales, donations.

Self-sufficiency Index	36% (1995); 43% (1996)

Employees favor the production of the Christmas items as well. Because the products are marketed as part of a transitional employment program, each item does not have to look "factory made" and identical. Instead, customers want to buy items that look individual or unique. The employees can be creative with materials and the design, engaging in a form of art therapy.

While the Christmas season is a profitable time for WOFE, they are currently trying to develop a year-round market. Toward this end, they are considering developing potpourri and soap products, with the hope that they may be more financially self-sufficient by selling more value-added, high quality items. Once the markets are developed, the economic potential for the products is high. Markup on the goods is 200 percent for wholesale products and 350 percent for retail flower products.

WOFE received assistance from Keystone Community Ventures, a non-profit organization in San Francisco dedicated to providing business development, seed capital, and management assistance to non-profit organizations that create jobs for disadvantaged communities. Keystone worked with WOFE staff to identify pricing levels for WOFE products, identify strategies for marketing the products, and create a comprehensive marketing plan. In return, Keystone received five percent of WOFE's sales revenue during the year that the two organizations worked together.

Employment

The flower enterprise employs six part-time employees who work in all aspects of the business. Responsibilities including growing, harvesting and drying the flowers and grains, making them into arrangements and dried floral products, hand-dipping beeswax candles, and selling the products in the retail space. At the time of our interview, WOFE had been in operation for three years and 20 women had been employed in the program. Most move on after a short period of time and only one of these women stayed the full three years.

Employees are paid $5.75 to $8 per hour and payroll for WOFE averages about $3,200 per month.

The project is currently staffed by a Horticulture Director and an Assistant Project Director, who also oversee the CSA project.

Watson, the former WOFE director, was responsible for training and supervising the employees, managing production and marketing, writing grants, and developing new products and markets. The organization has recognized the importance of marketing to the economic viability of the program, and has recently created a marketing director position. The director has more time to work with the employees and focus on job training, and the marketing person can focus on expanding the business, with the goal of moving toward self-sufficiency.[9]

Job Training

While WOFE employees learn the many aspects of working in a productive market garden, the focus of the job training is on providing a supportive environment in which to develop life skills and self-esteem. Production of goods is less important than encouraging personal growth. For example, employees learn the basics of wreath making, but are then encouraged to use their creativity to create their own designs. WOFE products are developed specifically with the intention of fostering success in the workers. The underlying principle is that if the products are too frustrating or difficult to create, the experience will not empower the workers.

In addition to the hands-on skills taught at the garden, workers also receive training and counseling related to issues of time management, job skills, and life skills, such as sobriety. Watson summed up the philosophy behind the flower enterprise:

> Growing things is almost a metaphor for growth in oneself. You're healing the soil and taking care of the soil—it's all very metaphoric for healing yourself and taking care of yourself. (*Growing for Market*, August 1996).

WOFE products are developed specifically with the intention of fostering success in the workers. The underlying principle is that if the products are too frustrating or difficult to create, the experience will not empower the workers.

[9] In 1998, the WOFE structure changed yet again, creating two part-time management positions filled by formerly homeless women. These positions are responsible for supervising WOFE garden and workshop production. HGP is planning to establish a marketing position that would be responsible for marketing all of HGP's products. At this time, there are insufficient funds for this position.

Expenses

Total expenses for WOFE are $64,000 per year, including payroll. As a subsidiary of the Homeless Garden Project, many of its expenses, as well as sources of income, are shared. The program has worked diligently to develop business plans and track its expenses. Their dependence on grants, however, and their role as a smaller program in the larger structure of the Homeless Garden Project, make long-term planning difficult.

HGP is restructuring its organization to include an advisory board composed of business people who are supportive of WOFE's business goals.[10] This new board will take on some of the responsibilities that had previously fallen to the staff, such as fundraising, leaving the staff more time to focus on the employees and marketing.

Individual and Community Benefits

The Women's Organic Flower Enterprise provides a safe environment for the women who work there. As Watson described it, "The program feels like family. It has a very whole feeling, very healing." The garden is a beautiful space and the retail store is filled with the warm smell of beeswax. Success and initiative are encouraged. Of the 20 women who have been employed by the project, at least five have found jobs outside the program.

The WOFE garden has been well-supported by the local community. This support comes in many forms, including donations of money and supplies, and through the purchasing of goods at the retail store. The project has been covered extensively in all local media and has won various local and national awards.

Project Capacity and Leadership

The Women's Organic Flower Enterprise has created a successful business out of a small plot of land. This may be attributed in part to the talents of Tomlyn Shannon and Dena Watson, the original directors of the program who have now moved on to other work. Watson left a lucrative career in the floral arranging business to run WOFE; in addition to ten years experience in the business, she brought with her a background in art and art history. Her commitment to a socially-responsible enterprise was reflected in her efforts to broaden community awareness of the value of training and employing the homeless.

As the program makes the transition with new staff and a new organizational structure, its inherent strength lies in the therapeutic environment it affords to its employees. Taking care to eliminate distinctions between staff, employees, and interns, the program attempts to provide a stabilizing and equal environment in which homeless women can experience safety and enhance their self-esteem while creating something beautiful and earning an income for themselves.

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[10] HGP restructured its organization in 1998 and became an independent non-profit with its own Board of Directors.

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Food From the 'Hood

Crenshaw High School
Los Angeles, California

Food From the 'Hood is a student-managed and operated business based at Crenshaw High School in Los Angeles, California. Students earn money for college scholarships by working in the business, which includes salad dressing products (Creamy Italian and Honey Mustard) and a produce garden on the school grounds. Produce from the garden is sold at the farmers' market and donated to the community.

History and Context

Food From the 'Hood (FFTH) developed as a response to the Los Angeles riots in 1992. Tammy Bird, a science teacher at Crenshaw High School, and a few of her students decided to develop a garden in an abandoned agricultural space at the back of the campus to use as an outdoor classroom for the science classes. The students learned about environmental education while growing food that they donated to the needy. In July of 1993 the scope of the project was expanded and students began selling produce at the local farmers' market and made $150 in the first half-hour. The first years' profits totaled $600, which went into three scholarships for graduating seniors.

> But something even more important happened at that market. As aggressive young entrepreneurs, the student-owners at Food From the 'Hood had learned about the importance of listening to the customer. And they were listening carefully when one customer suggested Food From the 'Hood market its own brand name product. *(Food From the 'Hood Backgrounder:2)*

From this initial entrepreneurial experience, the students developed a plan to start a business and sell a product that would earn them more money. The product they chose was salad dressing. Response to the students' plans was overwhelming. In October 1993, Rebuild LA, recognizing the grassroots efforts of the students, gave FFTH a $50,000 grant to set up offices and develop and produce the first batch of salad dressing. The program had received a $100,000 grant from the State of California entrepreneurial and anti-gang funds. Another early contribution to the business came in the form of Melinda McMullen, a marketing executive. When she heard about the burgeoning business, she quit her job and joined the FFTH team.

With this seed money and expertise, the students developed a line of salad dressings and created the name of their product line: Straight Out 'the Garden. A business plan was developed, including marketing, product, sales, and community relations divisions. The students hired Sweet Adelaides, a woman-owned salad

Food from the Hood At A Glance

Site	
Location:	High school garden and office
Size:	¼ acre garden
Ownership:	Los Angeles Unified School District
Employment	
Targeted Participants:	High school students
No. of jobs:	27 PT
Pay rate:	No hourly rate; payment comes in student scholarships.
Staff	
No. of jobs	1FT, 3 PT
Training	
Business and marketing skills, public speaking, leadership, gardening.	
Marketing	
Products are distributed to grocery stores in 23 states and in Canada. Produce from garden is sold at farmers' markets.	
Annual Income from Sales	$280,000
Annual Expenses	$530,000
Funding Sources	
Private and public grants, sales, donations.	
Self-sufficiency Index	53%

professional food broker, Bromar Inc., to help them get the product on grocery store shelves.

Over the years the company has continued to diversify. It still maintains the garden, sells at farmers' markets, and donates 75 percent of the produce to the needy. At Thanksgiving and Christmas, students combine produce from the garden with purchased groceries and donate food baskets to an AIDS hospice, local churches, and other food banks. They also run a canned food drive. In 1995, FFTH formed its own independent non-profit organization, the FFTH Entrepreneurial Training Institute, which aims to train local adults to work with youths interested in running businesses. The product line has developed from the one original dressing to two flavors. Furthermore, the logo and product name were recently franchised. Food From the 'Hood East, run out of a youth center in Ithaca, NY (GIAC), is a youth-run enterprise selling applesauce. Other franchises are currently being developed.

Marketing

With the financial backing and professional expertise available to FFTH, their products have gained wide exposure. For example, in October 1993, Norris Bernstein, of Bernstein's Salad Dressing, contacted FFTH and offered his services to teach the students the basics of distribution. He also introduced the students to key contacts in the packaged goods and supermarket industries. The product went on the market in late 1993, and by February 1994 it had achieved 100 percent distribution

in all major grocery stores in Southern California. Soon it was being sold in 2,000 stores in 23 states and in Canada.

All of this assistance, along with a lot of hard work, has paid off for the students. Gross sales of FFTH products were $280,000 in 1996. Net profits equaled $85,000. About half of the profits go into scholarships, and the remaining profits go back into the business to pay expenses. The product sells for between $2.59 and $3.50 per bottle retail (depending on distribution channels and type of store, i.e., grocery or natural products store), and $3.00 at gift shows. They also sell cases of twelve bottles for $23.31 ($1.94 each) wholesale and $27.50 ($2.29 each) retail. Additional income is generated through the sales of t-shirts and tote bags with their logo on it.

Employment

Currently, there are 27 student-owners in FFTH. Unlike other jobs, however, the students do not receive wages for their efforts. Rather, points are accrued during their time as student-owners and cashed in for college scholarships upon graduation from high school. The amount of the scholarship is based on the number of points a student has earned and the annual profits from the company. In 1997, $32,000 went toward scholarships that ranged from $500 to $6,500 each. The average scholarship was $1,200.

In 1997, $32,000 went toward scholarships that ranged from $500 to $6,500 each. The average scholarship was $1,200.

Students earn points based on the number of hours worked, the student's grade point average, how much the student has helped other students with their school work, and how often they have sought tutoring when they needed it. Points can also be deducted when grades drop, if the student misses business meetings, or if the student's conduct is poor.

In addition to the student-owners, FFTH has ten student interns who must go through a training period and prove their commitment and responsibility to the business. Interns are reviewed twice a year and either hired or let go. As one student described the internship, "You really have to prove to us that you want to be in the company." A student has two chances to pass the review process. If the student fails twice, he or she is not allowed to become a student-owner.

Students run all aspects of the business. At weekly business meetings, they make decisions, mostly by consensus, about everything that affects their company, from the number of hours they will work per week, to how much the seniors will get in scholarships, to researching new markets and products. Seniors work five hours per week and all other students work seven hours per week. Every student must also work ten hours per month in the garden. Working additional hours earns the students bonus points.

The turnover rate is fairly high simply because students graduate every year. This opens 14 to 15 new positions a year. Once students are involved in the program, however, they rarely quit. The program is a considerable source of pride at the high school.

Food From the 'Hood is currently overseen by one full-time executive director, one part-time program manager, and two former alumnae of the program, who work part-time for the organization. Bird indicated, however, that ideally the program should have seven staff members to cover the wide range of responsibilities involved in running the program.

Job Training

Students involved with FFTH receive a great deal of training. Students work in teams and rotate through the various responsibilities involved in the business, becoming proficient in all of them. Each student participates in an intensive employee development program which includes tutoring in math, Spanish, science, English, and computer programming. A mentorship program provides students with access to local business professionals who share their knowledge and expertise with the students. Working in the FFTH offices allows students to develop skills in office work, gardening, computers, leadership development, business, presentation and public speaking, cross-cultural communication, and writing. Students travel to conferences and workshops around the country and make presentations on the business. They also attend an annual weekend-long business development workshop at a local university. In 1997, Nissan Corporation funded 11 students to go on a one-week tour of Historical Black Colleges.

Although the primary focus of the business is not on gardening anymore, the students continue to work in the garden because FFTH feels it is important to remind the students where this project came from and where food comes from. Tending the garden provides lessons in gardening skills and science education, as well as fundamental and tangible lessons about the responsibility required to care for and sustain living things.

Working in the FFTH offices allows students to develop skills in office work, gardening, computers, leadership development, business, presentation and public speaking, cross-cultural communication, and writing.

Expenses

The $530,000 annual budget for FFTH is comprised of foundation grants, corporate gifts, product revenues, and funds from the Los Angeles Unified School District. In 1996, FFTH generated $280,000 in gross sales. Of this, $195,000 went toward annual operating expenses, such as processing plant and product distribution expenses, leaving $85,000 in profits. Another $100,000 in grants covered education, tutoring, and business retreat expenses, as well as salaries for the staff. Finally, an additional $150,000 is donated to the program each year for gardening and computer equipment, travel, and marketing and public relations expenses.

Many donations contribute to the success of this program. The office space and garden is located on the high school and is paid for by the Los Angeles Unified School District. After Britain's Prince Charles visited the garden, a van was donated by the British Government. Another $50,000 per year in advertising is donated to the business.

Individual and Community Benefits

With all of this financial backing, the students-owners are provided with a comprehensive training program that is unlike any other high school experience. The success of the program is evident in the fact that every one of its graduates has gone on to higher education. Students develop leadership and public speaking skills, business and management skills, and have an opportunity to travel and share their experiences with others.

The local community benefits from this program as well. The success of the program has changed perceptions about this low-income riot torn neighborhood. The school receives better equipment and supplies with which to educate the students. In return, the garden provides food for local residents at little or no cost.

The program has become a living legend of sorts among those interested in local economic development efforts, and has been the subject of many television, radio, and newspaper reports in the United States as well as in many other countries around the world. In 1997, the students' efforts appeared in *Reader's Digest* USA, Canada, and South America, as well as on a childrens' television show. The students were also honored with the Martin Luther King Economic Justice Award and named Heroes of the Week by a Los Angeles local news program.

Project Capacity and Leadership

When Tammy Bird first thought of putting a garden in the back of the high school, she had no idea it would develop into such a successful business. Previously, she was the school's science and volleyball instructor, with no special training in running a business. Nevertheless her interest in hands-on experiential learning was the original impetus to use the garden as an outdoor classroom and has continued to be an important attribute of the program.

The first of its kind, the FFTH garden set a standard for the potential of youth entrepreneurship that is difficult to match. Much of its success would not have been possible without the substantial seed money that came out of the riots. Furthermore, as the project generated media and financial support and grew from a small market garden to a nationally distributed line of products, it has been the recipient of increasingly greater backing, in the form of expert technical advice and additional financial and material support. The Board of Directors is staffed with some very big corporate names, including Nissan's Vice President of Marketing, who is the President of the FFTH Board, and Norris Bernstein of Bernstein's Salad Dressing.

In the end, it is the training and exposure the students receive that will serve them after the spotlight has faded, proving to themselves and the world that, as Jaynell Grayson, a former FFTH student owner, said, "Inner-city kids can do a lot more than loot and riot" (*Los Angeles Times*).

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Recommendations for Entrepreneurial Gardens

The following points summarize the key elements that contribute to the success of entrepreneurial community gardens.

1. Begin building and maintain good connections with diverse community stakeholders. Build and maintain community support—early, often and throughout.
2. Develop a stable community garden with steady production and established infrastructure before adding an entrepreneurial component. Add the entrepreneurial component slowly, as the capacity to deal with the increased complexity increases.
3. Consider using multiple sites in developing market gardens and employment opportunities. Multiple sites may offer more flexibility and certainly more space.
4. Develop a business plan. Utilize community resources such as small business development groups, business schools, pro bono services of board members.
5. As soon as garden sustainability has been established, begin exploring mechanisms for long-term land tenure, such as land trusts, transfers to City Parks Departments, long-term leases or conservation easements. Find out how development and land preservation occurs in your city or county; make the appropriate political connections and become prepared to do outreach and public education in the future.
6. Encourage the participation of volunteers from various community groups (seniors, youth organizations, neighborhood associations) and institutions (schools, university internship programs).
7. Include some high-value items, such as flowers or herbs in the mix of products grown to improve income-generation. These items are also easily incorporated into value-added products later on.
8. If value-added products are considered, make sure the more complex infrastructure for production, marketing, labeling and distribution is in place to accommodate sales.
9. Explore selling services as well as, or instead of, goods. Landscaping is one viable option.
10. Diversify your funding strategy. Use grants, contracts, donations, memberships (if applicable) from a variety of community sources. Local sources are the best place to start.
11. Explore the possibility of becoming a training site for welfare-to-work participants if your garden has the infrastructure to accommodate more participants. Contact your local welfare department to explore potential partnerships.
12. Continue to focus on long-term sustainability, of the garden and of the individual participants.

Appendix A
Contacts for Community Gardening and Urban Agriculture

Ag in the Classroom
U.S. Department of Agriculture
Room 4307, South Building
Washington, DC 20250-0991
(202) 720-7925; (202) 690-0062 (fax)

California Foundation for Ag in the Classroom
Post Office Box 15949
Sacramento, CA 95852
(916) 561-5625; (916) 561-5697 (fax)

The Ag in the Classroom program helps students gain a greater understanding of agriculture's role in the economy and society, and informs students about career opportunities in the food and agricultural sciences. While the Department of Agriculture provides national leadership, each state develops its own programs in cooperation with agribusiness, education, and government. Information about state programs is available through the Washington, D.C., office.

American Community Gardening Association (ACGA)
Sally McCabe or Janet Carter
100 N. 20th Street, 5th floor
Philadelphia, PA 19103-1495
(215) 988-8785
sallymc@libertynet.org
Karen Payne
P.O. Box 9325
Berkeley, CA
(510) 526-1690
102712.3060@compuserve.com
http://communitygarden.org/

ACGA is a national nonprofit membership organization of professionals, volunteers and supporters of community greening in urban and rural communities. The Association supports community gardening through facilitating the formation and expansion of state and regional community gardening networks; developing resources in support of community gardening; encouraging research and conducting educational programs.

American Horticultural Therapy Association
362A Christopher Avenue
Gaithersburg, MD 20879
(301) 948-3010
The AHTA is a national non-profit organization concerned with the promotion and development of horticultural therapy as a therapeutic and rehabilitative medium for disabled or disadvantaged persons. The organization works with individuals, groups, and universities on employment and education projects concerned with these issues. They also publish reports and periodicals on the subject.

California School Garden Project
Deborah Tamannaie
Nutrition Education and Training Program
Department of Education, Net
560 J Street, Room 240
Sacramento, CA 95814
(916) 322-4792
A statewide program developing school gardens with the goal of having a garden in every school in California by the year 2000.

Center for Urban Education about Sustainable Agriculture (CUESA)
Sibella Kraus
1417 Josephine Street
Berkeley, CA 94703
(510) 526-2788
CUESA is a non-profit organization in the San Francisco Bay Area aimed at helping the urban population in the region develop an informed commitment to regional sustainable agriculture by means of educational programs and exhibits.

Cities Feeding People Project
BrendaLee Wilson
International Development Research Centre, Programs Branch
PO Box 8500, Ottawa, Ontario, Canada K1G 3H9
(613) 236-6163
BLWilson@idrc.ca
Free publications on urban agriculture.

City Farmer
Michael Levenston, Executive Director
cityfarm@unixg.ubc.ca
http://www.cityfarmer.org/
A non-profit society in Vancouver, B.C. that has been promoting urban food production and environmental conservation since 1978. Their web site contains a comprehensive array of downloadable articles on international urban agriculture issues.

Community Food Security Coalition
Andy Fisher, Coordinator
P.O. Box 209
Venice, CA, 90294
(310) 822-5410
A national coalition of food advocates, academics, agriculture interests, and planners focusing on increasing public dialogue on local food system issues and encouraging local governments and non-profits to develop comprehensive local food policies.

Cooperative Extension
Cooperative Extension offices exist in every county, nationwide. Farm and home advisors can provide information and resources on gardening, urban agriculture, small farms, and horticulture. Contact them through county extension offices or through the state's land grant university system (often listed in the business white pages of phone directories under, for example, "University of California Cooperative Extension.")

GrowLab/National Gardening Association
Ann Pearce
180 Flynn Avenue
Burlington, VT 05401
(800) 538-7476, (802) 863-5962 (fax)
http://www.garden.org
A national organization that produces the National Gardening Magazine, as well as science education programs and garden-related research. The NGA offers annual Youth Garden Grants that provide school and community-based youth garden programs with seeds, tools, and other resources. GrowLab is a K-8 instructional program that uses indoor classroom gardens and innovative curriculum materials to promote science inquiry.

Hartfood Food System
Mark Winne
509 Wethersfield Avenue
Hartford, CT 06114
(860) 296-9325
A comprehensive community project aimed at building community-food relationships through developing a long-term equitable and sustainable food system that can address the underlying causes of hunger and poor nutrition. Its programs have included food production, agricultural marketing, local food retailing, nutrition education/information and community economic development.

The Urban Agriculture Network (TUAN)
Jac Smit, President
1711 Lamont Street, NW
Washington, D.C. 20010
(202) 483-8130
(202) 986-6732 (fax)
72144.3446@compuserve.com

Appendix B
Entrepreneurial Gardens in California

Northern California

Alemany Youth Farm/Urban Herbals
San Francisco League of Urban Gardeners (SLUG)
Mohammed Nuru, Executive Director
Paul Liotsakis, Urban Herbals Coordinator
2088 Oakdale Avenue
San Francisco, CA 94124
(415) 285-7584
Urban Herbals, a community-based enterprise project, employs young adults (age 18-22) to produce flavored vinegars and jams. Some of the produce used in these products is grown at the Alemany Youth Farm, a 4.5 acre urban farm adjacent to a public housing project. The Alemany farm is one of SLUG's many projects that encourage local residents to green their neighborhoods while increasing food security.

Arcata Educational Farm
Susan Ornelas
1834 Golf Course Rd.
Bayside, CA 95524
(707) 826-4231
A 2-acre urban farm and garden connected to Humboldt State University that provides an apprenticeship program for HSU students, farm-based curricula for school children, a CSA for community members, and a community garden for the Hmong community.

Berkeley Youth Alternatives
Community Garden Patch
Danny Engelberg
2141 Bonar
Berkeley, CA 94702
(510) 845-9067
Four youth are employed at this half-acre market garden and receive horticultural and marketing training, as well as academic tutoring and counseling. The produce is sold to local families and to produce stores. A nursery business on-site sells plants to local stores.

East Bay Asian Youth Center/Gill Tract Farm
Patrick Archie
2065 Kittridge, Suite M
Berkeley, CA 94704
(510) 849-4898
A youth employment and training program on a 1-acre urban farm with CSA.

The Garden Project/Carroll Street Farm
Catherine Sneed, David Sneed
Pier 28
San Francisco, CA 94105
(415) 243-8558
The Garden project provides job training and employment for formerly incarcerated people. Two sites (a 12 acre site and a .5 acre site) produce vegetables, fruit, and flowers that are sold to local restaurants and at farmers' markets. Training includes horticulture skills, as well as life skills, counseling, and GED classes. Graduates of the garden project are eligible to work for the Tree Corps, which provides arboriculture training that is applied to planting and maintaining San Francisco's trees.

Project Sunflower
Vicki Brescher
1912 Oregon Street
Berkeley, CA 94203
(510) 843-9150
This one-quarter acre youth market garden grows vegetables and flowers that are sold at farmers' markets. The program targets at-risk youth with the intention of promoting self-empowerment and developing social skills.

Spiral Gardens
Daniel Miller
PO Box 13136
Berkeley, CA 94712-4136
(510) 549-9159
Spiral Gardens oversees three community-based garden sites in which vegetables, herbs, and medicinal and native plants and products are grown for sale at farmers' markets and at an on-site retail stand. Worms are used for composting and for sale, and a beekeeping enterprise produces beeswax and honey for the market. The organization offers educational workshops and weekly work days at the sites. Individuals may also rent garden plots to grow food for home consumption.

Strong Roots
Shyaam Shabaka
2939 Ellis Street
Berkeley, CA 94704
(510) 644-6226
Fourteen youth are employed in six community garden sites throughout Berkeley and Oakland. Produce grown at these sites is sold to restaurants and used to make salsa, salad dressing, and jam. They are currently developing a farmers' market at which the youth will work.

Urban Gardening Institute
Daniel Miller
c/o Building Opportunities for Self-Sufficiency (BOSS)
2065 Kittredge Street, Suite E
Berkeley, CA 94704
(510) 549-9159 x4
The Urban Gardening Institute provides job training in microenterprise development through horticulture-based projects. This 9-month program is designed to provide training and part-time employment for individuals enrolled in drug rehabilitation programs and in transition from homelessness. Garden sites are located throughout the Berkeley area at low-income residential hotels, homeless shelters, and community garden sites. Specific microenterprises include red worms, vegetable starts, and cacti and succulent houseplants that participants grow and sell at farmers' markets.

Central California

Community Environmental Council
Oscar Carmona
930 Miramonte Drive
Santa Barbara, CA 93109
(805) 963-0583 x114
The Council oversees a half-acre market garden that grows herbs and vegetables for a small CSA and to restaurants. A nursery and greenhouse is used to grow plants and herbs that are sold at farmers' markets. Twelve youth, age 8-12, are paid minimum wage to work in the program. A mentorship program for older youth is also being developed.

East Palo Alto Garden/Midtown Garden
Johanna Neller
Bay Area Action
715 Colorado Avenue, #1
Palo Alto, CA 94303
(650) 321-1994
The East Palo Alto Garden is a 2-acre site used as a community garden and market garden growing vegetables, herbs and flowers for sale. Youth volunteer in the garden and do activities afterward. Produce from the garden is sold to a local café.

Homeless Garden Project and Women's Organic Flower Enterprise
PO Box 617
Santa Cruz, CA 95061
(408) 426-3609
The Homeless Garden Project provides job training and employment for the homeless. Thirteen employees receive training in horticulture and grow vegetables and flowers that are sold at farmers' markets, restaurants, and to CSA subscribers. The Women's Organic Flower Enterprise hires homeless women to grow flowers and produce dried floral products and beeswax candle products. These goods are sold at a retail site and through mail-order.

Jubilee Farm/Stockton Food Bank
Bruce Giudici
P.O. Box 2441
Stockton, CA 95201
(209) 786-3109
A five-acre market garden with a CSA provides youth education and employment. Some food is given to the food bank

Southern California

Common Ground/Carmelitos Housing Project
Rachel Mabie
UC Cooperative Extension
2 Coral Circle
Monterey Park, CA 91755
(213) 838-8325
A community garden located at a public housing site that provides job training for residents in the landscaping and nursery industry.

Food From the 'Hood
Tammy Bird
Crenshaw High School
5010 Eleventh Avenue
Los Angeles, CA 90043
(213) 295-4842
A garden located on a high school campus produces vegetables for sale and for donation to the local community. Twenty-seven students run a salad dressing business that provides training in marketing, business management, and leadership development. Students travel and attend workshops and conferences as representatives of the company. Fifty percent of company's profits fund student scholarships.

Justiceville
David Buchbinder, Rhonda Flanzbaum
847 Golden Avenue
Los Angeles, CA 90017
(213) 892-9011 main
Justiceville/Dome Village is a homeless transitional housing site with a 1,000 square foot community garden growing herbs for sale to restaurants.

Vets Garden
Ida Cousino, Bob Vatcher
11301 Wilshire Boulevard, Bldg. 208-116AR
Los Angeles, CA 90073
(310) 268-4062
This fifteen-acre garden on the Veterans Administration property provides horticulture therapy and job training. Thirty-seven patients are hired to grow produce, create value-added floral products, and sell the items at the hospital gift shop and a nearby retail site.

Watts Growing
Marion Kalb
Southland Farmers' Market
1308 Factory Place
Los Angeles, CA 90013
(213) 244-9190
The Watts Growing community garden is developing an on-site stand to sell produce to the local community. The program is also planning to develop links between growers and local businesses, restaurants, and farmers' markets.

Appendix C
National Entrepreneurial Gardens by Region

Pacific

Anahola Self-Sufficiency Program on Hawaiian Homelands
Judy Lenthall, Executive Director
Kauai Food Bank
3285 Waapa Road
Lihue, HI 96766
(808) 246-3809
This program provides job training and vocational rehabilitation for at-risk youth, prison inmates, community service workers, retired people, and other volunteers at the food bank and on the farm. Participants receive training in agriculture, warehousing, computer scanning, grant writing, and various other areas, depending on their interests. Youth receive agricultural training in school and use it on the farm. The program is also organizing local growers to sell their produce to local institutions in the tourist industry. Thirty-eight volunteers and 7 employees are involved in the training program.

Northwest

Guadalupe Garden
Carrie Little or Bruce Triggs
1417 South G Street
Tacoma, WA 98405.
(253) 572-6582
Four homeless employees work in a CSA garden and receive horticulture training. Some participants work with community groups to build other community gardens.

P-Patch/Cultivating Communities Program
Martha Goodlet
700 Third Avenue, Fourth Floor
Seattle, WA 98104-1848
(206) 684-0264
The Cultivating Communities program is a community garden/CSA project associated with the Seattle Housing Authority. Seven families at a low-income housing site are employed to grow produce for the CSA.

Seattle Youth Garden Works
Margaret Hauptman
4321 9th Avenue, NE
Seattle, WA 98105
(206) 525-1213 or (206) 727-5655
The Seattle Youth Garden Works runs a market garden that employs teens to grow and sell produce.

Wasatch Community Gardens
Nini Rich, Exec. Dir.
PO Box 2924
Salt Lake City, UT 84110-2924
(801) 359-2658, ext. 1
Two community garden sites provide space for a youth garden program. Produce from a small market garden is sold at farmers' markets.

Southwest

Miracle Garden
Lucy Bradley or Allison Yerger
Arizona Cooperative Extension
4341 E. Broadway Road
Phoenix, AZ 85040
(602) 470-8086, x323—Lucy, x813—Allison
bradleyl@ag.arizona.edu or ayerger@ag.arizona.edu
Five youth are employed part-time in a market garden that sells vegetables, herbs, flowers, plants, and crafts to local restaurants, stores, and at the farmers' market. Youth receive horticultural training, as well as business and job skills.

Young Entrepreneur Garden Program
Ken Grimes
Colorado State University/Denver Cooperative Extension
110 16th Street, Suite 300
Denver, CO 80202
(303) 640-5267
Low-income youth and homeless citizens work in this entrepreneurial program at several community garden sites.

Central

Cabrini Greens
Ronald Wolford
University of Illinois Cooperative Extension
50106 Southwestern Avenue
Chicago, IL 60609
(773) 737-1178
This program provides employment and training in several market gardens located at public housing sites.

Edgemont Solar Gardens and Farmers' Market
Lorka Munoz
Grow with Your Neighbors
1301 East Siebenthaler Avenue
Dayton, OH 45414
(937) 277-6545
The Edgemont Solar Gardens is a community garden and solar greenhouse site in which residents grow vegetables and plants for retail sale.

The Community Farm Project
Emily Schabacker
The Community Kitchen of Monroe County
917 South Rogers
Bloomington, IN 47403
(812) 332-0999
This job training program works with public housing tenants to help them produce, process, and sell products to local stores and restaurants. The focus is on individual garden plots in which participants can take produce home or sell it. Participants receive training in horticulture, marketing, canning, and freezing.

Big Garden, Tri-State Food Bank
Dale Oberbeck
7512 Newburgh Road
Evansville, IN 47715
(812) 422-4104
The Big Garden is a 5-acre market garden that provides produce for a food bank. All of the labor at this site is volunteer-based and all of the produce from the garden is donated.

City Green
Henry Huben
3602 Bloomington Avenue South
Minneapolis, MN 55407
(612) 728-0853
City Green is a summer employment and training program for youth who are hired to work at 4 different garden sites at institutions and in the community. Youth learn landscaping and gardening skills, as well as participate in a comprehensive environmental education program consisting of field trips to nature centers and other outdoor activities. The organization also facilitates individual growers in community gardens to market their produce.

Northeast

Intervale Foundation/Community Farm
Jaina Clough
128 Intervale Road
Burlington, VT 05401
(802) 660-3508 or 658-2919 (farm)
Apprenticeship program with a CSA, 4 incubator projects and a community farm selling to farmers' markets, restaurants, and local institutions.

Centro Agricola (Community Agricultural Center)
Daniel Ross, Francisco Ortiz
Nuestras Raices, Inc.
60 Hamilton Street
Holyoke, MA 01040
(413) 535-1789
This program oversees 4 community gardens and is developing a cooperative with the gardeners and local rural growers to sell vegetables and herbs to local businesses. They are starting a microenterprise incubator with space for a commercial kitchen, a small café and restaurant, retail space for produce, and a greenhouse for use by the community gardeners. The program also provides training and education workshops on leadership, nutrition and health, organic growing practices, and business skills.

Maine Farms Project
John Piotti
Coastal Enterprises, Inc.
RR1 Box 390
Unity, ME 04988
(207) 948-3335
Two communities in Maine are involved in a comprehensive project aimed at increasing food security. This program consists of a community garden near a public housing site, a processing collaborative for farmers, and a community market.

City Farm
South Side Community Land Trust
Dennis Conway
288 Dudley Street
Providence, RI 02907
(401) 273-9419
This program oversees several projects throughout the city, including a three-quarter acre organic urban farm used as demonstration and workshop garden, 15 community gardens, and a farmers' market with a stand for community gardeners. A 34-acre urban park with a wetland nursery, a tree nursery, greenhouses, and market gardens is being developed as a site for full-time employment and job training in horticulture, landscaping, and environmental education.

New Leaf Program
Argus Community Inc.
Joel Frank, Program Director; Miguel Laracuent, Horticulturist
760 East 160th Street
Bronx, NY 10456
(718) 993-5300
This substance abuse program trains participants in a garden and a greenhouse to grow produce that is made into flavored vinegars.

Urban Ecology Program of Rutgers University/Youth At Risk Program
Mike Hamm
Department of Nutritional Sciences
96 Lipman Dr.
Rutgers University
New Brunswick, NJ 08901-8525
(732) 932-9224
hamm@aesop.rutgers.edu
This program provides employment and training to university students and at-risk youth through a farm and farm stand. A children's gardening program is also run at a public housing site.

Sea Change Urban Horticulture Center
George Ware
1608 North Carlisle Street
Philadelphia, PA 19121
(215) 978-5930
A Community Supported Agriculture project that employs and trains youth in environmentally-sound agricultural techniques. Youth also receive training in landscaping. The Center focuses on issues of environmental justice and works to foster community development and increase food security by providing high quality, nutritious food for the Philadelphia area.

Southeast

MAGIC Community Gardens
Roberta Greenspan
P.O. Box 168
Asheville, NC 28802
(704) 299-8466
A 1.6 acre market garden at which at-risk youth grow produce and sell it in their communities. Over 100 youth participated in the project last year. Youth are not paid, but the income from sales goes back into the garden and toward parties and activities for the youth.

SEEDS Phoenix Garden Project
Rich Bale, Director; Annie Kenan
111 W. Main Street
Durham, NC 27701
(919) 683-1197
Three homeless adults are employed in a market garden and sell produce at a farmers' market. Participants in this program also work on landscaping projects in the community.

Atlanta Urban Gardening Program
Bobby Wilson or Harold Harbert
131 Greenwood Place
Decatur, GA 30030
(404) 762-4077
Teens work in school and community gardens growing loofa gourds and peppers for value-added products.

Parkway Partners
Richard McCarthy
502 Pine Street
New Orleans, LA 70118
(504) 861-5830
Parkway Partners organizes individual community gardeners to sell at farmers' markets. The organization is also working to link urban growers with restaurants, incubate cottage industries, and develop gardens in public housing sites to develop value-added business and start a cooperative market garden.

Team Green Youth Nursery Project
Kate Fitzgerald
Sustainable Food Center/Austin Community Gardens
1715 E. 6th Street, Suite 200
Austin, TX 78702
(512) 385-0080
(512) 458-2009 office
At-risk youth are employed at this urban farm and receive horticultural training.

Appendix D
Interview Questions

1. Where did the idea for the project come from?
2. What background experience did you bring to this project?

Site

3. How big is the site?
4. How do you have access to the land? How permanent is access?
5. What other facilities do you use? Greenhouse, postharvest production space for value-added.

Production

6. What crops are grown?
7. What type of production model do you use? (Individual plots, fully cooperative, etc.)
8. Is any value-added production entailed? What kinds of products are produced?

Marketing

9. Who do you market to (FMs, restaurants, markets)?
10. Is any of the food sold/given to the community?
11. How much income is generated from sales?
12. Where does this income go?

Employment/Training

13. How many jobs (FT and PT) are created?
14. How much do these jobs pay?
15. Where is money for salaries coming from?
16. Is any specific population targeted for employment?
17. What kind of training do participants receive?
18. Where is money for training coming from?
19. What skills are they learning?
20. Has training in project led to better jobs for participants?

Funding

21. What kinds of funding do you receive?
22. What kinds of donations?
23. Do you have a business plan?
24. How much capital is required to run the garden?
25. Where does this money come from?
26. What are the operating costs? Labor, equipment, management, etc.

27. What kinds of organizational problems have you had? Burnout, turnover, loss of enthusiasm.

Community support

28. How widespread is community support of the project?
29. How widespread is community involvement in the project?
30. What kinds of problems have you had with the community?
31. What evidence is there that the project has enhanced community pride?
32. Has project resulted in enhanced community cohesion or ability to solve problems together?

Constraints

33. What other problems do you face?
34. How have your project's goals changed over time?

Media

35. What influence has media coverage had on the success of your project?

Appendix E
Business Development Resources

Technical Assistance

From the Roots Up
American Community Gardening Association
Karen Payne
Program Coordinator
Tel: (510) 526-1690
Fax: (510) 526-1586
E-mail: 102712.3060@compuserve.com
From the Roots Up provides one year of intensive training to five city-wide organizations a year who are interested in helping self-sufficient neighborhood groups establish community and school gardens. ACGA staff work as mentors with organizations to assist them with organizational development, community organizing and leadership, and program development.

Keystone Community Ventures, Inc.
870 Market Street, Suite 603
San Francisco, CA 94102
Phone: (415) 362-6350
Keystone Community Ventures is a non-profit corporation that works with non-profit organizations in the San Francisco Bay Area that are creating jobs and job training opportunities for at-risk people. Keystone provides business development, management assistance, and affordable capital. They also transfer business skills to the non-profit agencies to ensure the success of ventures after the relationship with KCV ends.

National Foundation for Teaching Entrepreneurship
Steve Mariotti
120 Wall Street, 29th Floor
New York, NY 10005
Tel: (212) 232-3333
Fax: (212) 232-2244
E-mail: info@nftebiz.org
The National Foundation for Teaching Entrepreneurship, Inc. is an international non-profit organization that introduces at-risk teens from inner cities and other low-income communities to the world of business and entrepreneurship by teaching them how to develop and operate their own legitimate small businesses. Their goal is to use innovative methods that enable young people to learn the concepts of self-esteem, self-sufficiency, and free-market society through entrepreneurship. They have divisions in Chicago, New England, New York City, Northern California, Pittsburgh, Twin Cities (Minneapolis/St. Paul), Washington, D.C., and Wichita, KS.

Renaissance Entrepreneurship Center
275 5th Street
San Francisco, CA 94103
Phone: (415) 541-8580
Fax: (415) 541-8589
Email: alexa@rencenter.org
Web: http://www.sfr.org/Net/netindex.html
The Renaissance Entrepreneurship Center (REC) was founded in 1985 to empower and enhance the entrepreneurial capabilities of socially and economically diverse San Francisco Bay Area residents. The REC, a non-profit organization, draws on the support of local government corporations and foundations to offer comprehensive assistance to building entrepreneurs. The center's services are tailored to the small business owner, and range from classroom training, to business incubation, to financing assistance and computer training.

Service Core of Retired Executives (SCORE)
To find the SCORE chapter near you:
Phone: (800) 634-0245
Web: http://www.score.org/
SCORE is a nonprofit association dedicated to entrepreneur education and the formation, growth and success of small business nationwide. SCORE is a resource partner with the Small Business Administration (SBA). SCORE Association volunteers serve as "Counselors to America's Small Business." Working and retired executives and business owners donate their time and expertise as volunteer business counselors and provide confidential counseling and mentoring free of charge. The organization has 389 local chapters that provide free counseling and low-cost workshops in their communities. Email counseling is also available if you have access to the web and an email account.

Small Business Development Centers
To find the SBDC near you:
Small Business Answer Desk 1-800-8-ASK-SBA
Fax: (202) 205-7064
Web: http://www.sba.gov/sbdc/
The SBDC Program is designed to deliver up-to-date counseling, training and technical assistance in all aspects of small business management, including assisting small businesses with financial, marketing, production, organization, engineering and technical problems and feasibility studies. The SBDCs also make special efforts to reach minority members of socially and economically disadvantaged groups, veterans, women and the disabled. Assistance is provided to both current or potential small business owners. They also provide assistance to small businesses applying for Small Business Innovation and Research (SBIR) grants from federal agencies. Mentorship and training is provided free of charge. Low cost business seminars are also offered.

Other possible options:

- Business schools at local colleges or universities
- Board members of local companies that produce similar products
- Local business incubators: generally work with for-profit small businesses, but non-profits receive assistance as well.

FEDERAL AND LOCAL GOVERNMENT GRANTS

Community Food Projects Grants
Cooperative State Research Extension and Education Services (CREES)
U.S. Department of Agriculture
Aerospace Building, Room 323, Stop 2240
Washington, D.C. 20250-2240
Phone: (202) 401-5048
E-mail: Psb@reeusda.gov
Liz Tuckermanty, Program Director
(202) 720-0241
Etuckermanty@reeusda.gov
The 1996 Farm Bill authorized a new program of federal grants to support the development of community food projects designed to meet the food needs of low income people; increase the self-reliance of communities in providing for their own food needs; and provide comprehensive responses to local food, farm, and nutrition issues.

SARE Grants
Sustainable Agriculture Research and Education Program
U.S. Department of Agriculture
1400 Independence Avenue, SW, Stop 2223
Washington, D.C. 20250-2223
Phone: (202) 720-5203
Web: http://www.sare.org
Jill Auburn, SARE Director
SARE is a federal competitive grants program with regional leadership and decision-making structures. SARE's mission is to increase knowledge about—and help farmers and ranchers adopt—more sustainable practices that are profitable, environmentally sound and beneficial to local communities and society in general. SARE provides funding for research, demonstration, education and extension projects carried out by scientists, producers, educators and private sector representatives. All SARE regions are willing to entertain proposals on community food systems or marketing.

Environmental Protection Agency
http://www.epa.gov/epahome/grants.htm
Department of Energy
http://www.doe.gov
The Department of Energy and the Environmental Protection Agency both administer sustainable community programs. The Department of Energy's funds can only be spent in HUD Empowerment Zones. These sources might be tapped for community food security projects.

Private Industry Councils
Many communities have Private Industry Councils (PICs) which provide employment and job training opportunities, small business start-up resources, and summer youth employment and training. PICs partner with local business, educational institutions, social service providers, and state and federal agencies to provide comprehensive resources aimed at expanding jobs, reducing unemployment and encouraging self-sufficiency. Job Training Partnership Act (JTPA) funds, a federal program designed to provide job training and employment for youth, are funneled through PICs in many cities.

Community Development Block Grants (CDBG)
The Community Development Block Grant Program (CDBG) provides financial resources to communities for public facilities and planning activities which address issues detrimental to the health and safety of local residents and to reduce the costs of essential community services. The program may also fund Special Economic Development activities which result in the creation of jobs for low and moderate income persons. CDBG competitive grants are single-purpose project grants; maximum of $200,000 per community. The CDBG program is funded by the U.S. Department of Housing and Urban Development (HUD). Any municipal government is eligible to apply for the funds. Non-profits may apply as co-applicants for these pass-through funds. In a typical year, applications are distributed to municipalities in late fall, and awards are made the following spring. Federal regulations require that at least 51 per cent of the persons who benefit from a funded project must be low and moderate income persons as defined by HUD. Contact your local planning department.

FOUNDATION GRANTS

Share Our Strength
1511 K Street, NW, Suite 940
Washington, D.C. 20005
Phone: (202) 393-2925
Fax: (202) 347-5868
Web: http://www.strength.org
Laura Strickler, Program Director
This foundation has funded organizations that provide services that reduce hunger and poverty. They are particularly interested in food security.

W.K. Kellogg Foundation
P.O. Box 550
Battle Creek, MI 49016-0550
Phone: (800) 819-9997
Fax: (616) 968-0413
Web: http://www.WKKF.org
Grant areas include food systems and rural development. Strategies considered to achieve goals in the food systems category include:

1) *supporting the creation of educational models for preparation of food systems professionals; and*
2) *focusing on overcoming barriers to adopting sustainable agricultural systems that maintain productivity and profitability while protecting the environment and personal health of farmers, farm families, and farm workers.*

The Candle Foundation
2425 Olympic Boulevard
Los Angeles, CA 90404
Phone: (310) 582-4041 or 582-4748
This foundation funds gleaning and anti-hunger projects.

Other possible options:

- Gardening and community food projects with an environmental orientation will want to check out the following website: http://www.ega.org/members.html

MICRO-CREDIT PROGRAMS

There are more than forty micro-credit programs in the United States that use the "peer lending" approach that Grameen Bank popularized in Bangladesh. For more information on micro-credit, contact:

The Aspen Institute
Suite 1070, 1333 New Hampshire Avenue, N.W.
Washington, DC 20036
Phone: (202) 736-5800
Fax: (202) 467-0790
Web: http://www.aspeninst.org/Index.html
The Aspen Institute has published a Directory of U.S. Microenterprise Programs that lists over 300 organizations providing assistance to microentrepreneurs and microenterprise programs. For a state-by-state list of the "peer lending" programs listed in the most recent edition of the directory, go to http://www.grameenfoundation.com/. Under "The Resources", look under "Grameen Replication Programs."

Association for Enterprise Opportunity (AEO)
Chicago
Phone: (312) 357-0177
AEO is the trade organization of microenterprise programs.

About the Authors

Gail Feenstra is the food systems coordinator at the UC Sustainable Agriculture Research and Education Program. She coordinates SAREP's Community Development and Public Policy Program which includes managing SAREP's community development and public policy grants, conducting applied and evaluative research that strengthens community development efforts and coordinating education and outreach to community-based groups to build their capacity and leadership skills. Current projects include research on farmers' markets, entrepreneurial urban agriculture, county-based "foodsheds" and the social and economic linkages between adopters of sustainable farming systems and rural communities. Gail is also a nutritionist with a doctorate in nutrition education from Teachers College, Columbia University. She seeks creative ways to strengthen the connections between producers and consumers, and between urban and rural communities through participation in sustainable, community food systems.

Sharyl McGrew is a postgraduate researcher at the UC Sustainable Agriculture Research and Education Program. Her research projects include an examination of local alternatives to globalizing food systems, evaluation of a community food security project in Berkeley, California, and the social and economic benefits of entrepreneurial community gardens. She is a recent graduate of the masters program in Community Development at UC Davis, where she focused on community food security and the community development potential of urban agriculture.

David Campbell is a political scientist who serves as Director of the California Communities Program in the Human and Community Development Department at UC Davis. His research examines the relationship between public policy and community development processes at the local level, focusing on governance, citizenship, and economic development. He is lead investigator for a comparative, longitudinal study of how welfare reform is being implemented in California counties, and is conducting evaluations of government and foundation-funded community development initiatives in Lassen, Merced and Humboldt counties. From 1990 to 1996 he was a staff person at the UC Sustainable Agriculture Research and Education Program. He has taught American politics, local government and public administration at Mercer University, Emory University, and the University of California at Davis. A native of east Tennessee, he received his Ph.D. from the University of Oregon in 1984.

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