

**An Ideal Model for Nonprofit Community-based Agriculture:  
Growing Food Security in Low-Income Communities**

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## ABSTRACT

*Purpose.* The purpose of this research is to develop an ideal model for nonprofits to provide community food security in low-income neighborhoods through community-based agriculture programs (CBA). *Methods.* A preliminary model for nonprofit CBA was developed from a review of the literature and research on nonprofit organizations and community-based agriculture. Surveys were sent to 49 experts in the field of CBA and nonprofit CBA; 19 participants returned the survey. With the exception of four sub-issues, the preliminary model was supported by the survey results. *Results.* The preliminary model was amended to exclude a recommendation of including detailed fundraising plans in the bylaws, operating farmers markets, backyard garden installation programs and granting organizations the power of eminent domain over tax delinquent vacant lot owners. *Conclusion.* A model for nonprofit CBA should include the following eight categories: nonprofit legal requirements, volunteer integration and management, marketing, program development, funding, effective collaboration, obstacles to CBA and production and delivery systems.

## **About the Author**

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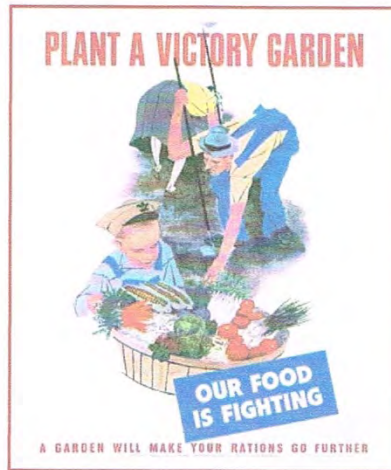
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## World War II Victory Garden Posters

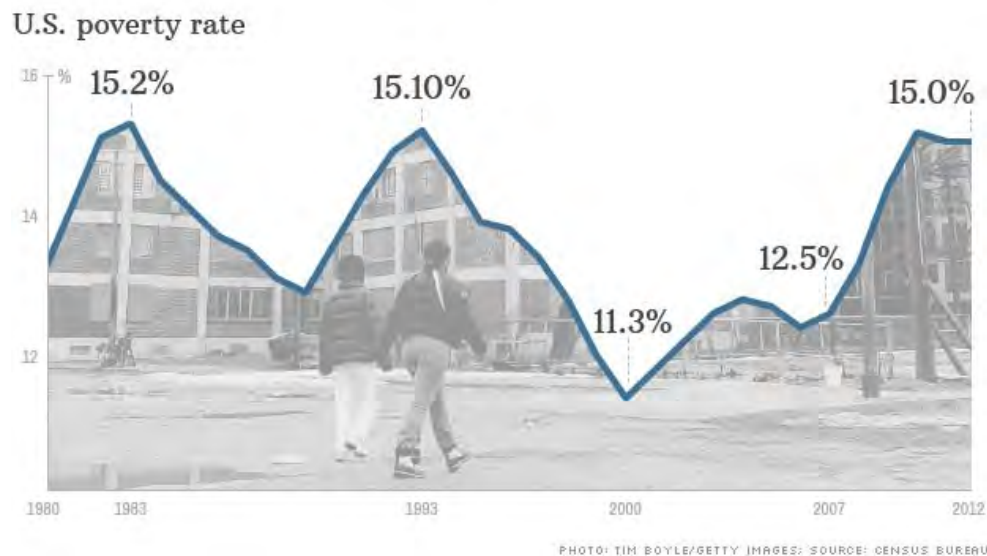


Source: The National WWII Museum, New Orleans, Louisiana. (Victory Garden Posters 2008)

## Chapter One: Introduction

In 2013, the Census Bureau reported that 46.5 million Americans, 15% of the total population, live in poverty (Hargreaves 2013). That same year, the Associated Press reported a survey by the Washington University in St. Louis that 4 out of 5 American adults face economic insecurity and near-poverty from unemployment and the struggling economy (Yen 2013). Economic and food insecurity are two of the greatest challenges facing American's today and as the economy continues to lag pre-2008 levels, these two issues will face most Americans at some point on their working life.

**Figure 1.1:** U.S. Poverty Rate 1983 to 2012



Source: CNN Money 2013

Food security is defined as “access by all people at all times to enough food for an active, healthy life.” (Jeng 2009, 6). It includes not only the availability of nutritional and safe foods, but also the ability to acquire acceptable foods without resorting to criminal activities or charitable contributions (Jeng 2009). Low-income families face greater risk of food insecurity



and according to recent research, greater risks of dietary-related diseases such as heart disease and diabetes (Leslie Mikkelsen 2007, 1). A recent cross-sectional study of adults between the ages of 30 and 59 conducted by the Center for Disease Control (CDC) revealed that adult women who were food insecure were more likely to be obese than their food secure counterparts and all participants that were food insecure showed higher risk factors for diabetes and heart disease (Ford 2013, 5). Additional studies show children in poverty are at higher risk for obesity, setting them up for a lifetime of obesity-related diseases and shorter life spans (Children's Defense Fund 2012). While additional factors, such as activity level, affect obesity and dietary-related diseases, food insecurity and the quality of accessible food are significant triggers. Statistical evidence linking poverty and obesity and obesity-related diseases suggests the poor prioritize food consumption around cheap, readily available foods that are typically highly processed, high in salt and sugar, low in nutritional content and high in calories.

### **Barriers to Quality Nutrition**

Barriers for low-income communities to high-quality food include high costs and lack of availability. A food desert is defined by the US Department of Agriculture as “a census tract with a substantial share of residents who live in low-income areas that have low levels of access to a grocery store or healthy, affordable food retail outlet” (US Department of Agriculture 2013). Food deserts have two threshold factors; a 20% poverty rate or a median family income at or below 80% of the general median income for the area and a third of the census tract lives further than one mile from a grocery store or 10 miles in rural areas (USDA n.d.). People living in food deserts have to travel further to reach grocery stores with fresh and quality food but are less likely to own a car or have reliable transportation. Cost and

transportation may factor into the results of a 2002 study that showed that low-income families make significantly fewer trips to the grocery store than the general population, averaging approximately one trip compared to the almost nine trips per month made by the general population (Leslie Mikkelsen 2007, 6).

But recent studies also show that more grocery stores or the proximity of grocery stores doesn't necessarily equate to consuming a high quality diet (Boone-Heinonen, et al. 2011). A high quality diet, defined by the Harvard School of Public Health, includes minimally processed foods, quality fruits and vegetables, whole grains and healthy fats and proteins (Harvard School of Public Health 2014). Unfortunately, these foods are much higher in costs than mass-produced, heavily processed and nutritionally deficient foods. Statistics on poverty incomes and buying power indicate a real and significant tension between a high quality diet and available financial resources. In 2013, Feeding America, a nonprofit hunger relief organization, reported the average family on the Supplemental Nutritional Assistance Program (SNAP) received only approximately \$133 a month in benefits. The household income of a family on SNAP is limited to 130% of the federal poverty line, which in 2013 was \$19,530 a year for a family of three (Feeding America 2014).

The working poor are not much better off. In fact, they may be worse off than traditionally poor families because the working poor make too much money to qualify for food and nutritional assistance programs. Working poor families are typically defined as earning 200% the poverty level, around \$38,000 for a family of four in 2005 (Loprest 2005). With such little income to spare, it is not surprising that the poor and working poor opt for high processed,

nutritionally deficient food that are lower in cost, can be purchased in large quantities and have a stable shelf life allowing for fewer trips to the grocery store.

### **Communities Play a Role in Food Security and Healthy Diets.**

Communities and nonprofit organizations can help address the issues surrounding persistent poverty and the growing health crisis related to the poor quality diets of the poor. During both world wars when the government faced the choice of supplying the troops overseas or providing food for Americans left at home, they opted to educate and encourage the nation to feed themselves. The Victory Garden campaign was the most successful community and individual garden campaign ever with over twenty million gardens providing approximately 40% of the American supply of fresh produce (The Smithsonian n.d.).

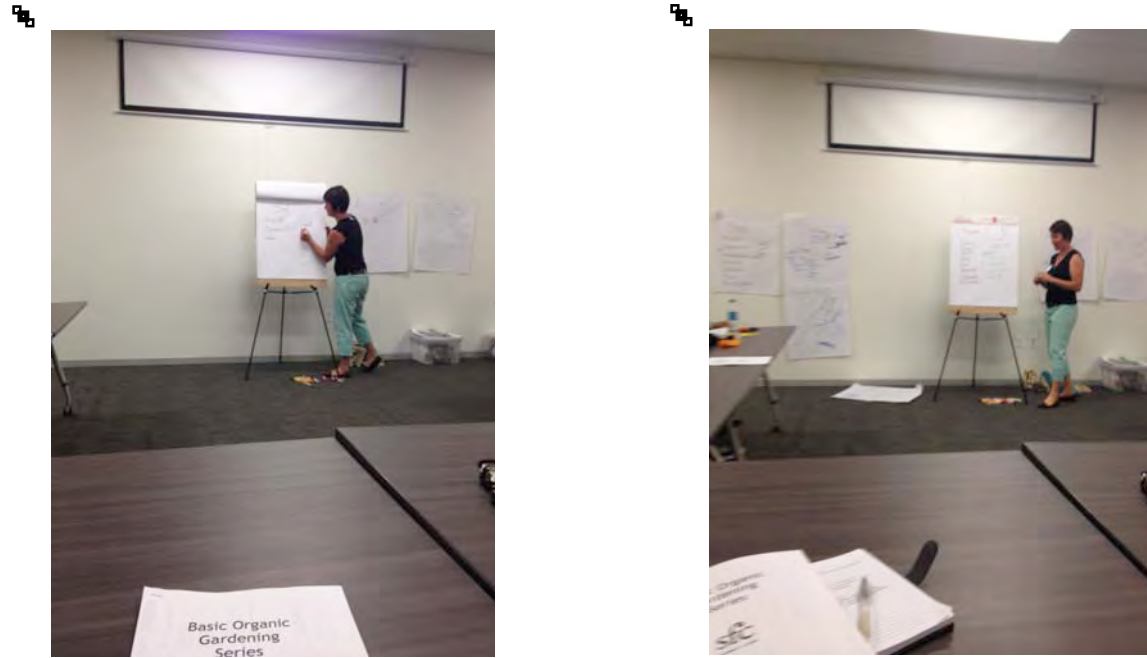
In 2007 a report, *The Links Between the Neighborhood Food Environment and Childhood Nutrition* (Leslie Mikkelsen 2007, 17) together with a 2012 study on community garden projects and their relationships with vegetable intake confirmed, the actual process of growing gardens in the community and at homes resulted in greater consumption of vegetables in addition to greater food security (Patricia A. Carney 2012). Additionally, beyond food security, studies indicate that those in poverty have a more sedentary lifestyle, a contributing factor to obesity and poor health (Levine 2011). Gardening appears to be a holistic approach to fighting obesity and obesity-related disease. Not only does it provide nutrient dense foods, it is also an inherently physical activity that can relieve the sedentary burden of poverty.

## Research Purpose Statement

The purpose of this research is to develop an ideal model for nonprofits to provide community food security in low-income neighborhoods through community-based agriculture programs (CBA). This model contains eight categories, determined through literature review and survey, to be the most significant areas necessary to create a sustainable nonprofit organization and a CBA. The eight categories of the ideal model includes meeting legal requirements for creating a nonprofit, successful volunteer integration, developing a marketing program, implementing the right programs, fundraising, collaboration with other organizations, obstacles to CBA and implementing appropriate food delivery systems. The information provided in these eight categories will guide communities and groups in creating a successful and sustainable nonprofit that benefit the community by providing access to a higher quality diet.

***Austin Sustainable Food Center – Organic Gardening Series Class***

**Figure 1.2:** Dani Slabaugh, Yard to Table Gardens, presents organic garden class at the North Austin YMCA, Austin Texas.



Source: Sheri Hicks, North YMCA – Sustainable Food Center Education Outreach Program, March 22, 2014. (Hicks 2014)

## Chapter Two: Literature Review

This chapter examines food security and how low-income and food insecure communities can work toward food independence by growing food in their lawns and in their communities. Food security is defined as “access by all people at all times to enough food for an active, healthy life.” (Jeng 2009, 6). It includes not only the availability of nutritional and safe foods, but also the ability to acquire acceptable foods without resorting to criminal activities or charitable contributions (Jeng 2009).

As of 2011, 14.9% of U.S. households experienced food insecurity (Tu 2012). These households may reside in an area underserved or unserved by food retailers or may lack the income to purchase adequate food. While the issues of poverty and food insecurity are extremely complex, impoverished communities can organize themselves and establish food security, food independence and relieve health problems associated with poverty by engaging in community-based agriculture (CBA) through organized individual and community gardens supported by gardening and nutritional education programs.

This literature review will focus on eight categories on which communities or groups should focus to develop a sustainable nonprofit organization provide food security in low income neighborhoods. These components include legal requirements, incorporating volunteers, developing a strong marketing program, fundraising and funding mechanisms, collaborating with other organizations, obstacles the nonprofit might encounter and how the organization can distribute food to those in need. The eight categories aim to establish a structural guidebook so citizens can establish, launch and maintain community-based

agriculture programs and organizations in their communities and work toward alleviating nutrition deficits for those in poverty.

## Legal Considerations

Converting lawns and vacant urban spaces into community gardens, defined as a place where two or more people garden together (Cloutier-Fisher 2009, 797), has always been a part of the American fabric (Tu 2012). It is estimated in World War II, as part of the war effort to relieve food supplies for the troops, an estimated twenty million urban and suburban victory gardens were planted and produced approximately ten million tons of fresh fruits and vegetables. Gardens sprang up in yards, on rooftops, in baseball fields and across vacant lots providing significant amounts of food for citizens on the home front. The victory garden success can be traced to a concerted and organized governmental marketing campaign to make Americans partially food independent. The campaign was successful because citizens wanted to “do their part” for the war effort and gardening/independent food production was a relatively easy way to divert more resources to support the war (The Smithsonian n.d.).

The success of the victory garden campaign confirms that persistent hunger and food insecurity so prevalent in economically disadvantaged neighborhoods can be relieved through organized, systemic community-based agriculture (CBA) programs. However, further research indicates that without an igniting point, such as a resource-intensive war, the survival of these programs is dependent upon sustained grassroots movements by community members who were interested in organizing themselves and creating a supportive structure with resources and expertise (Dwyer 2011).

Communities can, and have, recreated the success of the Victory Garden campaign. However, to do so, an interested group should organize into a 501(c)(3) nonprofit under which the community may access resources and support. 501(c)(3) nonprofits are tax-exempt which means they are exempt from most sales tax and revenue income or business tax, are eligible for government and private grants and may fundraise from the community at large (IRS 2013). There are three primary legal obligations required to obtain IRS approval for 501(c)(3) tax-exempt nonprofit status; establishing governance through the election of a board of directors, outlining the mission of the organization in governing documents and registering the organization with federal and state agencies.

### *Governance & the Board of Directors*

The organization should have a leadership structure whose purpose is to fulfill the organization's mission and provide overall governance for the organization. For nonprofits, this role is filled by the board of directors (the board). While nonprofits may hire and delegate day-to-day management to staff, the board is responsible for the making informed choices that develop and adhere to the organizational mission (Renz 2007).

Effective governance is one of the most significant factors for nonprofit sustainability. Therefore, it is important that board members appointed to a nonprofit understand their three fundamental legal duties; duty of care, duty of loyalty and duty of obedience. Duty of care requires that board members exercise reasonable and prudent judgment when making informed decisions. Duty of loyalty requires that decisions be made to advance the best interest of the organization. This encompasses and includes a provision that any board



member be cognizant of and avoid conflicts of interest when a board member has a personal interest or serves on another organization with an interest that conflicts with the mission of the nonprofit. Finally, the Duty of Obedience requires that the board adhere to the nonprofit mission, bylaws and policies (Renz 2007).

Along with the legally mandated duties, nonprofit board members have a fiduciary responsibility; the requirement to be good stewards of the nonprofit's financial resources. This includes adopting policies regarding resources and developing ongoing budgets. The board is also responsible for hiring an executive director who will manage financial investments and budgets. Finally, to accurately assess the organization's financial condition, the board should develop budgetary metrics and external auditing processes (Renz 2007).

Understanding the legal and fiduciary requirements is not sufficient for success; the board must believe in the nonprofits mission, or the stated goals. While anyone who does not possess a conflict of interest with the nonprofit's mission can serve on the board, research indicates that with regard to low-income community redevelopment and poverty remediation, the most successful nonprofits and organizations are "grassroots" at their heart. Grassroots as a governance requires the majority of members of the targeted community hold both leadership and participatory positions within the organization (Dwyer 2011). This "bottom-up" approach brings passion for the mission to the board and the organization and allows the nonprofit to gain trust in the community (Layzer 2012). A nonprofit may also consider including strategic partners such as community development corporations and other nonprofits

along with local businesses that have an interest in redeveloping the community (Dudley Street Neighborhood Initiative 2013).

### *Bylaws*

A nonprofit's mission should include five basic characteristics. First, the mission should define the social contract or the purpose the organization in society and how the organization will then fulfill that purpose. The mission should also be permanent; it must only be changeable when agreed upon, formally, by the membership of the organization. Additionally, an organization's mission should be detailed, clear and definitively defined. Equally important, in order to develop trust within the funding community and the target population, the mission must define how the organization will fund services and programs. A clearly defined funding mechanism assures funders that the organization intends to exist in the long-term and donation dollars will not be wasted. It also assures the target population that services will be reliably available. Finally, in any legally operating nonprofit, this mission must be approved by the board, the state and the IRS (Shannon K. Vaughan 2013, 98-99).

These five characteristics should be embodied in the charter or governing documents, the Articles of Organization (or Articles of Incorporation) and the Bylaws. While the Articles of Organization establish the basic outline or charter of the organization, the bylaws create the playbook by which nonprofits are governed (Black's Law Dictionary n.d.). Said another way, bylaws are the permanent legal mission statement of the organization and an effective management tool (Brinkerhoff 1994, 30). With so much resting on the document, it is important for the board to carefully craft the bylaws to provide clear, transparent and

consistent governance. A well-crafted set of bylaws will define and guide the organization and its staff in the long term, they will serve as a permanent benchmark to meeting goals and prevent mission creep, or straying from the original mission (Law Offices of Paul S. Nash n.d.).

CBA boards should ask themselves many questions during bylaw development which include but are not limited to: will the organization limit itself to creating community gardens or will it also include lawn-to-garden design, installation and support? Will the organization provide educational opportunities? Also, if a CBA's considering installing farmer's markets in the community that should be clarified in the bylaws. Because income generating endeavours must adhere to the mission of the organization and revenues obtained must be funnelled back into the organization, farmer's market inclusion should be clearly and carefully defined as to how it conforms to the mission of the nonprofit (Sustainable Economies Law Center 2013).

The bylaws should also establish the structure of the board of directors, or the leaders of the organization. Another important bylaw consideration for CBAs should be the residential requirements of board members. For example, bylaws crafted for a CBA nonprofit may have requirements that all, or a portion, of the board be residents and/or businesses in the community for which it will serve. They also structure the board size, the composition and the required commitment for board members including meeting frequency and possible monetary commitments. The bylaws define specific powers of the board including whether the board can incur debt, how to remove a board member, working with whistleblowers, defining operational committees and more. Bylaws should be reviewed regularly to ensure the organization remains on mission (Law Offices of Paul S. Nash n.d.).

## *Registration*

Nonprofits are not required, but may benefit from applying for IRS 501(c)(3) tax exempt status. This certification is reserved for public charities or foundations that are restricted by law to providing charitable relief to the poor, animal welfare services, educational or religious activities (IRS 2013). 501(c)(3) organizations are known as tax-exempt nonprofits and derive significant benefits from their organizational structure including exemption from most state and federal taxes, the ability to formally solicit funding in the form of grants, certain types of loans and donations; providing tax relief to donors and limited liability protection to directors and organizers (The Foundation Center 2013). CBAs may apply for tax-exempt status once the organizational structure is formed and the charter documents are approved by the board (IRS 2013).

At the same time, a CBA should determine what state and local regulations are applicable to charities in the community in which they intend to serve. It is important to note that most states require charitable organizations to incorporate with the Secretary of State. A state's Office of the Attorney General typically regulates board and solicitation activities. Forty states require additional registration with a state charitable official or agency. Thirty-seven states use a streamlined process called the Unified Registration Statement (URS) jointly created by the National Association of State Charity Officials (NASCO) and the National Association of State Attorneys General (Shannon K. Vaughan 2013, 85).

There are drawbacks to obtaining nonprofit and 501(c)(3) exemption. These drawbacks include annual tax reports, reports to state authorities and a formal structure that requires

some expertise to prepare, organize and operate (IRS 2013). Therefore CBAs should think carefully about the nature of their mission and goals. If a community wants to simply establish a community garden and not go beyond that garden, it might be better served retaining an informal status. However, providing sustainable food security and food independence throughout the community has been shown to require complex and creative solutions that are best organized and guided by a formal organization (Layzer 2012).

## **Volunteers**

Volunteers are vital to the success and growth of nonprofit charitable organizations. Particularly in the start-up phase when money is limited, most organizational functions are performed by volunteers. But at any level, the prudent use of volunteers can be the most cost-effective way to drive the nonprofit's mission forward (Shannon K. Vaughan 2013).

In many ways volunteers can play an important role in the life of a CBA nonprofit. They may be members of the served community who volunteer to install a community garden or assist residents with individual backyard gardens. A community member may volunteer to establish a demonstration garden on his or her property so neighbors might become interested in learning about and growing food. Volunteers may also be from the greater community such as master gardeners providing gardening education and classes or university students working toward degrees in sustainability, ecology or agriculture earning volunteer hours for class requirements.

The city of Opol in the Philippines implemented an extensive communal food production system which resulted in the city evolving from having one of the highest malnutrition rates in

the region to one of the lowest. While there are several factors involved in Opol Food Production's (OPF) success, including financial support from the government, the cornerstone of the program was community volunteerism. From the outset, Opol's mayor built the OPF around volunteers. He appointed (volunteer) leaders for groups of neighborhoods (zones) to recruit, coordinate and organize volunteers for the area. The mayor also immediately implemented volunteer training programs and established small weekly meetings in each zone to encourage interaction and input among volunteers and community members who were overwhelmed by large city council meetings. Additionally, to create positive feelings and encourage continued volunteerism, the OPF held quarterly volunteer awards and recognition ceremonies. From 2002 through 2006, the OPF established 76 communal gardens with 350 volunteer community members overseeing maintenance and provided 500 meals a day to impoverished school children (Hill 2012).

As OPF shows, volunteers can be the lifeblood of the organization. However, an effective volunteer program requires a conscientious plan to integrate volunteers into the program, funding for proper assessment to match volunteer strengths with jobs, flexibility in hours and duties and quality volunteer training and management. Therefore, CBAs should ensure volunteer management and administration is included in both organizational strategic planning and budgets.

## Marketing

According to Shannon Vaughan and Shelly Arseneault's *Managing Nonprofit Organizations in a Policy World*, marketing, defined as the process of identifying needs and

filling them (Ruhl 2003, 125), has historically been viewed by the nonprofit sector as a commercial sector enterprise. Marketing is intended to sell goods and services to customers. Because nonprofits don't technically "sell" to the public, marketing is often overlooked, or may even be avoided by these organizations (Shannon K. Vaughan 2013, 163).

However, research indicates charities and nonprofits operate in an increasingly crowded field and compete for an increasingly limited amount of dollars. Nonprofits fail because their target populations are not aware they or the services they provide exist. Without marketing, a nonprofit might struggle to reach its serving population or target demographic, fail to recruit enough volunteers to complete the organization's mission or be unable to raise enough funding to continue services and programs (Chew 2009, 2). Therefore nonprofits must be willing to market their organization.

Current marketing trends indicate that, unlike for-profit companies, charitable organizations have to market to three sectors; 1) the population the nonprofit serves (clients); 2) resource providers such as foundations and policy makers (funders) and 3) supporters of the nonprofit's mission, including volunteers, board and staff (supporters). Nonprofits should identify and clearly define their specific three target populations and design programs and marketing plans to meet each of the populations' needs (Brinkerhoff 1994, 111-112).

Effective nonprofit marketing programs should simultaneously gather strategic information about the needs of the target population and provide visibility for the organization. Well-crafted surveys and regular community meetings remain among the most valuable market research tools available to nonprofits (Brinkerhoff 1994). Additionally, nonprofits should utilize

cost-effective technology, including maintaining an interactive website that explain the organization's mission, detailed programs and services offered and updates as to the program's progress and goals. Social media platforms can be used to develop and distribute tailored marketing campaigns to, and gather information on, segmented populations (Shannon K. Vaughan 2013). Finally, the most successful nonprofits rely heavily on grassroots, or including community members in leadership positions on the board of directors and strategic planning committees, as well as hiring community members as staff (Topakian 2013). When community members have a voice, they feel valued and are more likely to remain engaged with the organization and promote it in the community (Shannon K. Vaughan 2013).

### **Program Development**

Programs are the services and products a nonprofit develops to serve its target demographic. Nonprofit programs should be as closely tied to the mission of the organization as possible but they must also simultaneously meet the needs of the community. These programs must be continuously reviewed to ensure mission goals are being met (Brinkerhoff 1994).

Because nonprofits do not operate in a static environment, effective program planning and program development tactics are critical to the long term success of nonprofits. Successful program development tactics include community assessment through activities such as formal and informal surveys, community meetings and including community members in the organizational structure. A growing body of research indicates developing programs with



strong community input builds stronger and better quality programs (Eileen Trzcinski 2008, 16-17).

As a CBA engages in strategic planning and program development, it should be interested in several key factors including whether the community it wishes to engage meets its target population. While community gardens and local food systems can be, and for ecological purposes perhaps should be, established anywhere; for the purposes of this project, a CBAs' main mission is to alleviate hunger and establish food security. One critical factor toward meeting that mission is locating the food system in a food desert. A food desert is defined by the US Department of Agriculture as "a census tract with a substantial share of residents who live in low-income areas that have low levels of access to a grocery store or healthy, affordable food retail outlet" (US Department of Agriculture 2013). Food deserts have two threshold factors; a 20% poverty rate or a median family income at or below 80% of the general median income for the area and a third of the census tract lives further than one mile from a grocery store or 10 miles in rural areas (USDA n.d.). A neighborhood or a community without access to fresh fruits and vegetables, as well as other quality foods, may be more interested in developing community-based agriculture and therefore contribute to the success of the CBA.

Sustainability requires the nonprofit to invest in capacity building, which is to consistently evaluate programs for efficiency and effectiveness and build programs that are scalable. They should also be prepared to address obstacles as they arise and develop new programs to meet changing needs of the community (Eileen Trzcinski 2008).

## Fundraising

Research indicates that urban agriculture as an entrepreneurial activity of growing and selling vegetables and products, may not generate enough income to be self sustaining (Jerry Kaufman 2000). Therefore, it is crucial that CBAs, like other nonprofits that fill a service gap in disadvantaged communities, diversify revenue with mixed government and/or private funding. Boards of directors should develop and engage a long-term funding strategy that includes a mix of sources (William Landes Foster 2009). This strategy can include grants, donations and entrepreneurial activity.

## *Grants*

Grants may be the most significant source of funding for a social service nonprofit such as a CBA. Grants come from a variety of sources including private foundations and governmental entities. In 2009, governmental and private foundation grants to public charities totaled \$170.3 billion. Grant money is not, however, free. A grant is often tied to specific program or organizational funding and may have significant restrictions regarding their use (Shannon K. Vaughan 2013).

There are many types of grants available to CBAs including block grants, formula grants and project grants. Block grants typically have broad applications, whereas formula and project grants have specific requirements applied to the grantee (Congressional Budget Office 2013). Specifically, CBAs qualify to compete for the U.S. Department of Agriculture Community Food Projects grant program that provides a one-time project-based cash infusion to increase low-income community access to fresh and nutritious foods through self-sustaining projects (US Department of Agriculture 2013). State and local grants are also available through a variety of

governmental departments. For example, Seattle's Beacon Food Forest, a sustainable, permanent food project on public land in Seattle's Beacon Hill neighborhood, was launched with the award of a Small and Simple Grant issued by the City of Seattle Department of Neighborhoods (Beacon Food Forest 2013).

Private foundations also award grants, typically on a project basis. Nonprofits can also obtain, in rare instances, operational funding from private foundation grants (Shannon K. Vaughan 2013). The Local Initiatives Support Corporation (LISC) is an example of a community-building organization that provides grant funding for some operational support in community development and revitalization, including support for urban agriculture and connecting farmers to urban food deserts in low-income neighborhoods (LISC n.d.).

Grants are highly competitive. Nonprofits seeking to include grants into their financial mix should hire a trained and experienced grant writer. CBAs can access grant opportunities through several websites, including *grants.gov* and the *Sponsored Programs Information Network* which alerts participating organizations of relevant funding opportunities (Shannon K. Vaughan 2013).

### ***Donations, Crowdfunding and In-kind***

A traditional funding source for nonprofits, particularly CBA's, is donations from individual donors or corporations. Three types of donations available to nonprofits include individual donations, crowdfunding, and in-kind donations.

Individual donors include money given to the nonprofit, often in the exchange of a tax benefit for the donor. Amounts can vary from a few dollars to a few million dollars, depending

on the situation and the relationship of the donor to the organization. The IRS reported that individual donations made up 10% of the nonprofit sector income in 2008. And in 2011, individual donations to nonprofits totaled over \$240 billion. Small nonprofits such as individual CBAs and early start-up nonprofits are likely to rely much more on individual donations than large, national nonprofits such as the Nature Conservancy, who have assets, existing and national programs and diversified income streams (Shannon K. Vaughan 2013, 200).

For long-term sustainability, CBAs should build and nurture a base of donors. This base will include individuals and businesses that believe in and support the organization's mission through financial contributions. Typically, grants and other funding mechanisms are restricted to program support or awarded on a project basis. However, individual donations often are free of use requirements, or may be much less restrictive, and therefore may comprise the core financing for operating expenses (Community Partners n.d.).

Nonprofits are turning toward a growing trend of another type of individual donation called crowdfunding. Crowdfunding taps into large amounts of small donors, separate from the donor base, over the internet or through social media. Unlike the donor base, crowdfunding typically used to fund large, specific projects such as shed or greenhouse construction. For a percentage of the donations, nonprofits can register these large funding projects on crowdfunding platforms, such as Kickstarter, Indiegogo and Razoo. From the platform, the nonprofit builds a history of the project, post updates, send emails to supporters and post to social media hoping to attract hundreds or thousands of small donations. Donations are given in exchange for recognition or a memento of the project (Boland 2012).

For example, in July 2013, the Promise of Peace (POP) nonprofit in Dallas, Texas initiated a Kickstarter crowdfunding campaign to relocate their community garden and urban farm. In a single month, POP met their stated goal of ten thousand dollars from a total of 105 backers, most of who donated between \$10 and \$50. In return, donors were given name recognition, seeds, t-shirts or original art (Promise of Peace 2013).

In-kind donations are often corporate donations to nonprofits in the form of goods or products. In-kind donations can boost a nonprofit bottom line by offsetting program costs. However, to successfully use in-kind donations, a CBA or other nonprofit, must drive the timing and quality of donated goods. Because in-kind donations can be an opportunity to offload inferior overstocks, CBAs should ensure any in-kind donation is mutually beneficial and meet minimum quality standards. For example, a gardening store may donate mulch to a community gardening project but the mulch must be clean and in good condition and its delivery should be timed properly. If timing or quality is off, the nonprofit gets useless goods or worse, goods that could do more harm than good by harming the project or requiring the nonprofit to spend more money to repair or replace the product (Hellenius 2003).

### *Entrepreneurial Activity*

Finally, CBAs can engage in and support a limited amount of entrepreneurial activity including growing produce in community gardens to sell to local eating establishments, creating local restaurants, or creating farmer's markets that serve the community. Before a CBA engages in growing food for profit, it should ensure the activity does not violate its tax-exempt status. Nonprofits are prohibited by federal law from distributing assets to private individuals,

therefore all funds must be funneled back into the organization and the activity must fall within the purpose of the tax-exempt status. CBAs that wish to include entrepreneurial activity into the financial mix should seek expert advice from a tax attorney to ensure the tax-exempt status is not jeopardized by such activity (Sustainable Economies Law Center 2013).

## Collaboration

Similar to, or even encompassing, in-kind donations, collaborative or strategic partnerships are an increasingly common tactic for nonprofits to set themselves apart from their competition while keeping costs low. Nonprofits and other organizations partner strategically to share strengths on a project or for a specific cause or to prevent duplicative efforts in the community. They may also collaborate to share resources such as sharing office space and equipment (Kearns 2000, 241). An example of two organizations working collaboratively to address the needs of a community can be seen in the 2011 study *Impact of a Community Garden Project*. For the purposes of this study, the Oregon Health & Science University collaborated with community-based nonprofit serving the local migrant worker population, The Next Door Inc., to study the impacts of community-based gardening projects on food security. The Next Door Inc. brought to the partnership expert knowledge of, and deep ties with, the targeted population. They provided access to the community and skilled interpreters to overcome language and communication barriers. The University brought funding, research design skills and gardening practice and knowledge resources. By working together the two established a web of community-based agriculture. ~~and~~ The research revealed that growing food does increase vegetable intake and strengthens ties to the community (Patricia A. Carney 2012, 875).

Nonprofit/For-profit collaboration can also be beneficial. Popular marathon or run/walk events for a cause are good examples of mutually beneficial collaborations between charities and for-profit companies. The company gains social responsibility recognition, or points for doing good work in the community, while the nonprofit raises money, expands the visibility of the organization and its mission and gains access to possible new volunteers (Shannon K. Vaughan 2013, 181).

CBA's have significant strategic partnership or collaborative opportunities. Partnering with a national network such as LISC provides technical expertise in community building and revitalizing, funding opportunities and advocacy programs (LISC n.d.). University cooperative extensions or agricultural extensions provide access to agricultural and farming research, sustainability techniques and business support (Jerry Kaufman 2000, 21). Collaborating with local governments can provide access to public land locations for community gardens or permanent food production as exemplified by the Beacon Food Forest in Seattle (Beacon Food Forest 2013).

Wherever possible, nonprofits should seek strategic partnerships. But it is important that the nonprofit and the strategic partner clearly understand the parameters of the partnership, the goals of the program and only partner when the two entities can better serve the needs of the community (Lewis 2001, 130-131).

## **Obstacles**

Any nonprofit engaged in the provision of services will encounter obstacles and barriers that it must overcome in order to serve its target population effectively and in the long term.

CBA's may encounter significantly higher barriers than other organizations due to the complexity of poverty and hunger, existing social and political bias, urban planning, location and climate, local regulations and resource deficiencies.

### *Land Availability*

One of the most significant obstacles community-based agriculture faces is the availability of land, particularly in lower socioeconomic urban communities. Community garden locations can be sponsored by local churches, schools or businesses and located on their premises (American Community Gardening Association n.d.). Oregon Health & Science University and The Next Door Inc found that gardens established on the premises of the public primary care clinics, federally funded health centers, not only increased vegetable intake but the garden location also served to bring the served community into contact with their health care providers in a low stress setting. The gardeners also formed deeper community relationships as garden workers interacted with other families visiting the centers (Patricia A. Carney 2012).

Additionally, locating community gardens on public parks and other public lands such as libraries and public health centers can be mutually beneficial for the CBA, the neighborhood and the city. These already developed lands often have access to water, a factor crucial for a garden's success. While installing community gardens enhances the beauty and functionality of the park/land and attracts local residents, it also results in stronger community bonds and community revitalization (M.R. Gorham 2009). The Beacon Food Forest revitalized a once bare and unused tract of land into a planned permaculture site that mimics a natural forest with



storied terraces of nut and fruit trees, understory plants and community garden plots. It stands as a good example of upgrading undeveloped city property into a functional community asset (Beacon Food Forest 2013).

Lawn-to-garden is also an option for families that reside in single family homes with access to open lawns. In the lawn-to-garden model, an unproductive lawn is transformed into a viable garden space saving money and resources while providing access to fresh and healthy foods to low income families. Locating gardens on the lawn increases access to critical water supplies and lowers individual obstacles to fresh food. Individual gardens should be included in the mix of food sustainability programs sponsored by a CBA. However, low-income residents may not have access to seeds or garden tools (Tu 2012). Therefore the CBA should develop programs to address fundamental resource access including seed sharing and centralized tool lending programs.

Finally, vacant lots can host large scale gardens and even support large scale entrepreneurial agriculture. Economically disadvantaged neighborhoods often have an abundance of vacant lots as a result of departing businesses in the wake of economic decline. Some property owners may be open to using these vacant lots while they remain undeveloped. However, a CBA establishing gardens on vacant lots through leases are vulnerable to losing space if the owner should sell or decide to redevelop the land (American Community Gardening Association n.d.). If the lot owner is delinquent tax payer, the city may be able to claim the land and in turn, provide access to the community for community garden development. In a step further, at least one community development group, Dudley Street Neighborhood Initiative,

was granted the right of eminent domain by the city of Boston to take vacant, tax-delinquent lots and put them into land trusts to be used for affordable housing and community garden spaces (Dudley Street Neighborhood Initiative 2013).

### *Brownfields*

Contaminated land, or brownfields, continues to be problematic in low socioeconomic neighborhoods. Vacant lots can attract illegal dumping or the former use of the lot might result in high levels of contamination from industrialization or building materials. Brownfields pose a threat to the health and welfare of residents, in particular children who are more susceptible to environmental toxins. Therefore gardening in vacant lots can be challenging and dangerous. Because contaminants often leach into plants and the resulting fruit or vegetable, ~~let~~ the soil of a vacant lot-to-garden conversion project must be tested at the outset. However, even if a lot is contaminated, remediation, or cleaning, might be an option that will allow the project to continue. Remediation may include amending the existing soil with compost to reduce the levels of toxin in the lot. As well, participants can build raised beds that include a layer of protection between the garden and the actual contaminated soil. Or the organization or community may bring in fill dirt to bury toxins below a layer of fresh soil. However, remediation can be expensive and dangerous. In any heavily contaminated area, particularly in former industrialized zones, garden workers should be careful when in contact with toxic soil (Jerry Kaufman 2000, 68-69).

### *Zoning & Ordinances: The Regulatory Burdens*

City ordinances and zoning can also forestall community or backyard/residential gardening. The idea of a lawn is so institutionalized in American society that zoning laws in

some cities require certain amounts of lawn, prohibit commercial gardening ventures or may restrict community garden access to commercially zoned lots (Tu 2012). Ron Finley, a South Central Los Angeles resident, ran afoul of zoning laws and city ordinances when he and the LA Green Grounds nonprofit planted a food forest demonstration garden in the parking strip (the strip of land between the sidewalk and the street) next to his home. Finley's home and garden is located in a food desert. However, even though Finley was responsible for the upkeep of the land and his use was to provide a demonstrative effort to teach food production in an economically and food disadvantaged neighborhood, the City of Los Angeles asked him to take it apart and further fined him for the violation. City ordinances required a \$400 permit to plant anything besides turf and then restricted what could be grown in these challenging areas to specific low growing, low water plants. The city cited visibility, safety and water concerns as the motivation for the restriction (Gunther, Greening our food deserts from the ground up 2011). As others faced similar decrees, the grassroots group LA Green Grounds, a CBA nonprofit, advocated for and, thanks to a vocal grassroots advocacy effort, changed city ordinances to allow food production in city parkways (Nishida 2013).

CBA's should advocate in their own cities for reasonable ordinances that promote urban agriculture systems. They can model their advocacy efforts and materials on successful food progressive organizations and cities like Seattle, who formalized urban and sustainable farming programs in their ordinances (Robinson 2010).

## *Climate*

Climate is a challenge to any gardener and CBAs cannot rely on one model of gardening to fit all climate locations. For example, a community garden in a raised bed with ready access to water might work in a tight urban space where rain is not plentiful. Additionally, CBAs in arid climates can adopt methods developed by Send A Cow, a nonprofit providing food security in the harsh sub-Saharan African continent, who developed new methods of raising foods in low water-use, layered, raised beds (Send A Cow n.d.). As for northern climates with harsh winters and short growing seasons, CBAs should look to DSNI's garden/greenhouse model that extends food production year round through a network of community gardens and a 10,000 square foot greenhouse converted from an abandoned garage (Dudley Street Neighborhood Initiative 2013).

## **Production and Delivery Systems**

One of the final and most important considerations for CBAs is how the target population will get access to the food production system. There are many options for production and delivery, including cooperative gardening, urban farming, lawn-to-garden, co-operative gardening and more. These options can be used alone or in concert with each other to address a wide variety of food needs, labor availability, space and resources. During the strategic planning process, CBAs should carefully consider which model, or combination of models, it will adopt.

The community garden is the most common and well known form of community food production. A community garden can either be by allotment or cooperative. In the plot or allotment community garden, a large parcel of land is divided into individual plots and each

member of the community rents, or is given, a space to garden. In this allotment, the tenant independently plans, works and harvests the produce, keeping the food for his or her own use. A cooperative community garden is a large garden that is planned and tended by the community as a whole. Cooperative gardening involves community and strategic planning, shared resources and rotating work schedules. Unlike the allotment-style, the members of a cooperative community garden typically divide the harvest among themselves or donate them to a food pantry to be distributed to the neediest in the community (North Carolina State University Cooperative Extension n.d.).

Community-based agriculture programs can also install school gardens in local community schools. Students manage and work the garden from design to harvest. The produce can be divided among the community, sold to the community at low cost through a farmers market to raise additional funds for school program support or used in the school lunch program to increase access to fresh, healthy food. School gardens give young kids and teens an opportunity to learn valuable skills, including critical thinking, strategic planning, horticulture and agriculture design and implementation, leadership and perhaps most important, nutrition education. Additionally, school gardens can be designed to meet National Education Standards and be considered an “outdoor classroom” and reinforce classroom lessons in math, science, art and the language arts. (American Community Gardening Association 2007, 3).

Entrepreneurial market gardens, also known as urban farms, are large parcels of land in which volunteers from the local community create and tend an urban garden or farm. Market gardens are intended to be productive and profitable with the harvest being sold directly to the

community or through a local farmer's market. Market gardens are good opportunities to engage community youth in productive and educational activities that promote economic and vocational training (North Carolina State University Cooperative Extension n.d.).

Lawns are not often readily available in low-income communities, particularly in the urban core. However if residents in a low-income community have single-family homes with lawns, an organization should consider the lawn-to-garden model where an unproductive lawn is converted to food production. Lawn-to-garden can be done on a large scale by converting an entire lawn or a smaller space might be appropriated for the traditional backyard garden. Like the individual allotments of a community garden, the "backyard garden" or lawn-to-garden is tended, harvested and consumed by the garden owner or resident (Tu 2012). Alternatively, this model could also be expanded into neighborhood cooperative gardening where residents work together, plan and direct each gardener to grow specific crops in their individual lawns and then share the harvest between all participating residents. The lawn-to-garden model is reminiscent of the victory garden movement of World War II (The Smithsonian n.d.).

While literature revealed five common models of community-based agriculture, it is possible that more models exist. It is vital that emerging CBAs assess the community in which it tends to serve and choose the model or combination of models that will be most sustainable in that particular community.

## **Conceptual Framework**

This literature view examines eight important categories of developing a nonprofit organization that helps low-income communities create food sustainability through community

based agriculture. The literature shows that by focusing on these eight categories, a nonprofit may create a sustainable, long-term organization prepared to establish food production systems. These eight areas have been developed into the conceptual framework. The conceptual framework table (Table 2.1) outlines these categories and the supporting literature for each category.

**Table 2.1: Conceptual Framework <sup>1</sup>**

| <b>Categories</b>   | <b>Supporting Literature</b>  |
|---|---|
| <p><b><i>Legal Considerations</i></b></p> <ul style="list-style-type: none"> <li>• CBAs should carefully consider whether it should create a legal organization and include the appropriate legal structure to obtain nonprofit status.</li> <li>• CBAs should appoint a board of directors</li> <li>• CBAs should thoroughly develop its mission and bylaws</li> <li>• CBAs should register with the IRS for 501(c)(3) tax exempt status</li> <li>• CBAs should determine what additional state and local requirements apply to charitable organizations in their operational location.</li> </ul> | <p>Cloutier-Fisher 2009; Tu 2012; The Smithsonian n.d.; Dwyer 2011; IRS 2013; Layzer 2012</p> <p>Dwyer 2011; Renz 2007; Layzer 2012; Dudley Street Neighborhood Initiative 2013</p> <p>Shannon K. Vaughan 2013; Black's Law Dictionary n.d.; Brinkerhoff 1994; Law Offices of Paul S. Nash n.d.; Sustainable Economies Law Center 2013</p> <p>The Foundation Center 2013; IRS 2013</p> <p>Shannon K. Vaughan 2013</p> |
| <p><b><i>Volunteers</i></b></p> <ul style="list-style-type: none"> <li>• CBAs should integrate volunteers into the organization and provide volunteer assessment and management tools.</li> </ul>   | <p>Shannon K. Vaughan 2013; Hill 2012</p>   |

<sup>1</sup> See Shields and Tajalli (2006); Shields and Rangarajan (2013) and Shields (1998) for more information on Conceptual frameworks in empirical research.

**Table 2.1: Conceptual Framework, Continued**

|  |  |
|--|--|
| <p><b>Marketing</b></p> <ul style="list-style-type: none"> <li>• CBAs should develop marketing techniques and plans specifically tailored to the nonprofit sector.</li> <li>• Marketing campaigns should include a mix of surveys, community meetings and grassroots efforts.</li> <li>• CBA marketing programs should include technology such as websites and social media platforms as cost-effective marketing opportunities.</li> </ul>                                    | <p>Ruhl 2003; Shannon K. Vaughan 2013; Chew 2009;</p> <p>Brinkerhoff 1994; Topakian 2013</p> <p>Shannon K. Vaughan 2013</p>  |
| <p><b>Program Development</b></p> <ul style="list-style-type: none"> <li>• CBAs should engage in program planning and development.</li> </ul>  | <p>Brinkerhoff 1994; Eileen Trzcinski 2008; USDA n.d.</p>  |
| <p><b>Fundraising</b></p> <ul style="list-style-type: none"> <li>• CBAs should diversify revenue streams with a mixture of government and private funding.</li> <li>• CBAs should seek government and private grants.</li> <li>• CBAs should seek private donations, crowdfunding opportunities and in-kind donations.</li> <li>• If in line with the mission and bylaws, CBAs should engage in entrepreneurial activities including establishing farmer’s markets.</li> </ul> | <p>Jerry Kaufman 2000; William Landes Foster 2009</p> <p>Shannon K. Vaughan 2013; Congressional Budget Office 2013; US Department of Agriculture 2013; Beacon Food Forest 2013; LISC n.d.</p> <p>Shannon K. Vaughan 2013; Boland 2012; Hellenius 2003; Community Partners n.d.; Promise of Peace 2013</p> <p>Sustainable Economies Law Center 2013</p> |



**Table 2.1: Conceptual Framework, Continued**

|   |   |
|---|---|
| <p><b>Collaboration</b></p> <ul style="list-style-type: none"> <li>• CBAs should engage in strategic or collaborative partnerships with similar organizations to expand program options while containing costs.</li> </ul>  | <p>Shannon K. Vaughan 2013; LISC n.d.; Jerry Kaufman 2000; Beacon Food Forest 2013; Lewis 2001; Kearns 2000; Patricia A. Carney 2012</p>  |
| <p><b>Obstacles</b></p> <ul style="list-style-type: none"> <li>• CBAs should be aware of obstacles to program implementation including but not limited to land availability, brownfields, regulatory and zoning hurdles and climate.</li> </ul>   | <p>American Community Gardening Association n.d.; Patricia A. Carney 2012; M.R. Gorham 2009; Beacon Food Forest 2013; Tu 2012; Dudley Street Neighborhood Initiative 2013; Jerry Kaufman 2000; Nishida 2013; Send A Cow n.d.; Robinson 2010; Gunther 2011</p> |
| <p><b>Production and Delivery Models</b></p> <ul style="list-style-type: none"> <li>• CBAs should determine which production and delivery model best suits the community it serves.             <ul style="list-style-type: none"> <li>○ Models include community allotment gardens, community cooperative gardens, school gardens, entrepreneurial gardens and lawn-to-garden</li> </ul> </li> </ul> | <p>North Carolina State University Cooperative Extension n.d.; American Community Gardening Association 2007; Tu 2012; The Smithsonian n.d.</p>   |

**Summary**

The ideal model for establishing a nonprofit to support community based agriculture involves eight categories including legal requirements for creating a nonprofit, volunteer integration, marketing, program development, fundraising, collaboration, obstacles and food delivery systems. Many people living in economically distressed neighborhoods lack access to fresh foods, creating significant obstacles to overall success in life. The model emphasizes the critical issues to be address to build a sustainable, long-term organization to implement local food security through community based agriculture programs. Communities that welcome

green spaces and produce a significant portion of their food themselves can transform into a revitalized neighborhood that may see increased family stability, lower crime rates and rising incomes.

## Community Garden Installation

**Figure 2.1: North Austin YMCA in partnership with Austin Sustainable Food Center, the City of Austin (photos taken March 23, 2014)**



## Chapter Three: Methodology

This chapter discusses the methods used to develop a practical ideal model for communities or groups to establish nonprofit organizations for community-based agriculture (CBAs) to promote food security in low income communities. Categories for the practical ideal model were developed from a thorough review of literature on the subjects of nonprofit development and community-based agriculture. An online survey was sent to forty-nine individuals that are considered experts in the field of nonprofit development, community development and community-based agriculture across the nation because they hold professional positions in a nonprofit community-based agriculture organization or an unregistered community-based agriculture organization.

The model did not assume that current methods examined in the literature were the best practices for operating a nonprofit organization or creating food security in low-income neighborhoods. Therefore, the survey included both yes/no and open-ended questions. Results of the yes/no and open-ended questions were compared to the preliminary model. Where the majority of the results did not agree with the model or open-ended responses provided additional information for best practices, the model was altered and the most common answers added into the final practical ideal model.

### Operationalization

The following Operationalization Table (Table 3.1) was created to develop the practical ideal model. Table 3.1 links the survey questions in eight categories to supported literature.

**Table 3.1:** Operationalization Table

| Categories  | Question   | Measurement |
|---|--|-------------|
| <b>Legal Considerations</b>   |  |             |
| CBAs should organize as a formal nonprofit organization.                  | 1. Should organizations that wish to participate in community-based agriculture (i.e. community gardens, urban farms) create a legal nonprofit entity? | Yes/No      |
|   | 2. If the answer is no, what are the defining characteristics of an organization that should not create a legal nonprofit entity?                      | Open-ended  |
|   | 3. If the answer is yes, what are the defining characteristics of an organization that should create a legal nonprofit entity?                         | Open-ended  |
| CBAs should seek IRS 501(c)(3) tax-exempt status.                         | 4. Organizations should seek IRS 501(c)3 tax-exempt status.  | Yes/No      |
| CBAs should register with state and local nonprofit regulators            | 5. Organizations should register with state regulators governing the state in which they intend to operate.  | Yes/No      |
|   | 6. Organizations should register with local governmental agencies.   | Yes/No      |
| Organizations should have an appointed board of directors                 | 7. Organizations should have an appointed Board of Directors   | Yes/No      |
| Organizations should recruit Board of Directors from the served community | 8. Organizations should recruit board members from the communities they serve.   | Yes/No      |
| CBAs should adopt bylaws that detail the organization's mission           | 9. Organization should develop Bylaws.   | Yes/No      |
|   | 10. The Bylaws should clearly detail the organization's mission.   | Yes/No      |
|   | 11. The Bylaws should articulate organizational programs.  | Yes/No      |
|   | 12. The Bylaws should include funding plans.   | Yes/No      |
|   | 13. The Bylaws should be voted on by the Board of Directors.   | Yes/No      |
|   | 14. The Bylaws should be revisited every 3-5 years.  | Yes/No      |
|   | 15. What other legal issues need to be taken into consideration?   | Open-ended  |

**Table 3.1:** Operationalization Table, continued

| <b>Volunteers</b>  |  |            |
|--|--|------------|
| CBAs should integrate volunteers into the organization.  | 16. Organizations should recruit volunteers to assist in carrying out organizational goals.                      | Yes/No     |
|  | 17. Organizations should host volunteer recognition ceremonies.  | Yes/No     |
|  | 18. List 3 ways you think best support and recognize volunteers.   | Open-ended |
| CBAs should fund volunteer assessment and management tools.                                    | 19. Organizations should provide paid staff to organize and manage volunteers.                                   | Yes/No     |
|  | 20. List 3 ways in which organizations can manage volunteers effectively.  | Open-ended |
| <b>Marketing</b>   |  |            |
| CBAs should market the organization to its served public and those that fund and support them. | 21. Organizations should conduct door-to-door surveys community residents to determine community needs.          | Yes/No     |
|  | 22. Organizations should hold community meetings.  | Yes/No     |
|  | 23. Organizations should develop interactive websites.   | Yes/No     |
|  | 24. Organizations should use social media to promote their mission.  | Yes/No     |
|  | 25. Organizations should recognize staff and volunteer achievement on websites and their social media platforms. | Yes/No     |
|  | 26. Organizations should thank donors.   | Yes/No     |
|  | 27. List 3 additional ways to market the organization.   | Open-Ended |
| <b>Program Development</b>   |  |            |
| CBAs should engage in program planning and development   | 28. Programs should closely align with organizations' mission.   | Yes/No     |
|  | 29. Organizations should develop a program for community garden installation, development and maintenance.       | Yes/No     |

**Table 3.1:** Operationalization Table, continued

|   |  |            |
|---|--|------------|
| CBAs should engage in program planning and development (cont'd) | 30. Organizations should develop a program sending volunteer teams to homes to install backyard gardens.   | Yes/No     |
|   | 31. Organizations should develop a program for garden education.   | Yes/No     |
|   | 32. Organizations should develop a program to promote nutrition.   | Yes/No     |
|   | 33. Organizations should have a program to promote cooking skills.   | Yes/No     |
|   | 34. List 3 additional programs that you believe is most important to promote community-based agriculture.  | Open-ended |
| <b>Funding</b>  |  |            |
| CBAs should seek government grants.                             | 35. Organizations should seek government grants.   | Yes/No     |
| CBAs should seek private grants.                                | 36. Organizations should seek private foundation grants.   | Yes/No     |
| CBAs should solicit private donations.                          | 37. Organizations should develop a loyal base of private donors.   | Yes/No     |
| CBAs should utilize crowdfunding to support large projects.     | 38. Organizations should use crowdfunding platforms such as Kickstarter to fund individual large projects. | Yes/No     |
| CBAs should seek in-kind donations from local businesses.       | 39. Organizations should seek in-kind donations for gardening supplies from community garden businesses.   | Yes/No     |
| CBAs should engage in entrepreneurial activities.               | 40. Organizations should establish farmer's markets.   | Yes/No     |
|   | 41. What other funding opportunities should organizations utilize?   | Open-ended |

**Table 3.1:** Operationalization Table, continued

| <b>Collaboration</b>  |  |            |
|---|--|------------|
| CBAs should engage in strategic or collaborative partnerships with similar organizations.                     | 42. Organizations should partner with community development organizations.   | Yes/No     |
|   | 43. Organizations should partner with Universities to develop and administer gardening education.  | Yes/No     |
|   | 44. Organizations should partner with master gardener programs to develop and deliver gardening education programs.                                | Yes/No     |
|   | 45. Organizations should partner with local businesses to host events, such 5k races, to raise visibility of the organization.                     | Yes/No     |
|   | 46. Organizations should partner with local churches for community garden locations.   | Yes/No     |
| CBAs should engage in strategic or collaborative partnerships with governmental agencies.                     | 47. Organizations should partner with local governments to locate community gardens in public parks, at public libraries and public clinics.       | Yes/No     |
|   | 48. List 3 additional opportunities for government and organizational partnerships.  | Open-ended |
| <b>Obstacles</b>  |  |            |
| Toxic Load: CBAs should be aware of potentially toxic land when establishing a community garden or urban farm | 49. Organizations should test soil for contaminants before establishing a community garden on a vacant lot.  | Yes/No     |
|   | 50. Organizations should consider using raised garden beds in vacant urban lots to prevent soil contamination.                                     | Yes/No     |
|   | 51. If not using raised beds, organizations should restore soil through compost amendments before establishing a community garden in a vacant lot. | Yes/No     |
|   | 52. List 3 additional options for revitalizing contaminated potential garden locations.  | Open-ended |



**Table 3.1:** Operationalization Table, continued

|   |   |            |
|---|---|------------|
| Land Availability: CBAs should mitigate land availability issues by working with landowners and city officials toward green movement. | 53. Organizations should advocate to local governments to redevelop vacant lots in low-income neighborhoods into green spaces and community gardens               | Yes/No     |
|   | 54. Organizations should work with vacant lot owners to lease lots for community gardens.   | Yes/No     |
|   | 55. Organizations should seek eminent domain over tax-delinquent lot owners in order to redevelop into green spaces and community gardens.                        | Yes/No     |
|   | 56. List additional ways organizations can obtain land for community-based agriculture projects..   | Open-ended |
| CBAs should be aware of potential regulatory hurdles such as urban farm limitations.  | 57. Organizations should understand their city’s urban farm ordinance.  | Yes/No     |
|   | 58. Organizations should advocate local governments to ease urban farm restrictions   | Yes/No     |
| CBAs should be aware of zoning laws when establishing community gardens or lawn-to-garden projects.                                   | 59. Organizations should understand the city’s land-use ordinances and zoning ordinances before establishing a community garden or transforming a lawn to garden. | Yes/No     |
|   | 60. To encourage urban farming and urban gardening, organizations should advocate with local governments to ease zoning restrictions and land-use restrictions.   | Yes/No     |
| CBAs should assess the resource availability and local climate when planning garden projects.   | 61. Community gardens should be established in locations with access to water.  | Yes/No     |
|   | 62. Gardens in arid climates should utilize modern water-saving permaculture techniques such as the “key-hole” garden.  | Yes/No     |
|   | 63. List 3 options to overcome gardening in lots with limited or no water access.   | Open-ended |
|   | 64. Organizations in cold climates with short growing seasons should consider building a greenhouse for year-round food production.                               | Yes/No     |

**Table 3.1:** Operationalization Table, continued

|  |  |            |
|--|--|------------|
| CBA's should assess the resource availability and local climate when planning garden projects. (continued) | 65. List 3 alternatives to greenhouses that allow gardening in cold climates.  | Open-ended |
|  | 66. List additional obstacles that might affect organizations' ability to function.                                      | Open-ended |
| <b><i>Production and Delivery Systems</i></b>  |  |            |
| Community-based agriculture projects should be structured to meet the needs and desires of the community.  | 67. Organizations should consider programs to convert lawns in low-income neighborhoods into edible gardens.             | Yes/No     |
|  | 68. Organizations should partner with schools to build gardens for outdoor classrooms.                                   | Yes/No     |
|  | 69. Organizations should assess the community to determine whether community gardens should be cooperative.              | Yes/No     |
|  | 70. Organizations should assess the community to determine whether a community garden should have individual allotments. | Yes/No     |
|  | 71. Organizations should establish market gardens to sell produce directly to the public at Farmer's Markets.            | Yes/No     |

**Table 3.1:** Operationalization Table, continued

|                                   |  |            |
|-----------------------------------|--|------------|
| General and Demographic Questions | 72. Explain any additional problems your organization has encountered but is not listed here and how those problems were solved. | Open-ended |
|                                   | 73. Is your organization a 501(c)(3)?  | Yes/No     |
|                                   | 74. How long has your organization been in existence?  | Open-ended |
|                                   | 75. How many community gardens does your organization maintain? How big are the community gardens?                               | Open-ended |
|                                   | 76. How many urban farms does your organization maintain? How big are the urban farms?   | Open-ended |
|                                   | 77. How many backyard gardens can your organization install in a year?   | Open-ended |
|                                   | 78. How many farmers markets does your organization maintain? How many vendors sell at the markets?                              | Open-ended |

### Sampling Methodology

The research was conducted using a non-probability purposive sampling technique that includes an internet survey emailed to selected individuals employed by nonprofit and other organizations supporting or providing community-based agriculture in low-income communities. Babbie defines a non-probability sampling as a sample selected based on the knowledge of a population (Babbie 2013, 190). Due to the highly-specific data necessary for the research, the non-probability purposive sampling technique would gather the most reliable information about nonprofit community-based or urban agriculture and community development organizations. Individuals who failed to respond to the first email within a week were sent a follow-up email requesting their participating.

There are trade-offs to using the non-probability purposive sampling technique. While it will allow the most reliable information on organizations that are currently operating, it will not capture new and creative solutions that might be captured through a random sample of the population (Babbie 2013, 197).

## **Human Subjects**

Although human subjects were involved in the research, there was no foreseeable risk to participants. The survey disclosed that participation was voluntary, that participants may stop the survey at any time and individual responses would be concealed to assure anonymity. Additionally, the subject matter did not expose participants to potential personal embarrassment or personal harm. An exemption from the Texas State University Institutional Review Board was requested and approved before the survey was conducted (see Appendix A).

*Urban Roots, Youth Development and Urban Agriculture Organization*

**Figure 3.1: Urban Roots, Austin, Texas (Photos taken April 6, 2014)**



## **Chapter Four: Results**

The purpose of this chapter is to evaluate experts' opinions about the categories created for the preliminary model for establishing nonprofit organizations for community-based agriculture (CBAs) to promote food security in low income communities. Of the 49 community garden and urban gardening organizations across the nation who received the electronic surveys, 19 individuals returned the survey. Some questions were left unanswered if it did not apply to a particular respondent. The results of the yes/no and the open-ended questions can be found in tables located in this chapter. Seventy-one percent (71%) of the respondents worked for registered 501(c)(3) nonprofit CBAs, the oldest in existence for 36 years and the youngest for 3 years. Collectively, the respondents organized, maintained or provided umbrella organization services to 199 community gardens, 32 urban farms and 57 school gardens with 5 additional planned. They also installed 21 backyard gardens and manage or supported 12 farmers markets with a total of 106 vendors.

### **Legal Considerations**

Even though the purpose of this research project is to develop an ideal model for nonprofit organizations to provide or promote community-based agriculture to promote or establish food security, the survey did not assume that a legal entity or full nonprofit status was the most appropriate method for achieving community-based agriculture. However, it is important to note that, as seen in Table 4.1, most experts agreed a nonprofit entity was the most appropriate method to achieving this goal.

While registering as a legal nonprofit entity has benefits such as tax relief and opportunities for funding, it can be a complex and resource intensive process and will subject the organization to mandatory reporting requirements. Therefore, it was appropriate to ask the experts to identify the defining characteristics of an organization that should not create a legal nonprofit entity. The experts provided three criteria that would dissuade an organization from creating a legal nonprofit entity. Their responses are included in the following.

1. An umbrella organization with a similar mission exists and can provide the legal structure and support.
2. The group decides to become a for-profit incubator farm to assist other farms or gardens start-ups.
3. The group wishes to maintain a limited scope and utilize its limited resources to its community garden.

The respondents were also asked to identify the defining characteristics of an organization that should create a legal nonprofit entity. The three most common reasons a CBA group should register as a legal nonprofit entity includes the following.

1. If the organization has a defined mission and vision, including stakeholder positions, a large scope, public policy goals and a desire for a sustainable organization.
2. The supporters of the organization are motivated by something other than profit.
3. The group wishes to participate in fundraising activities.

Individuals responding “yes” to the initial question of establishing a legal nonprofit entity were asked to respond to additional yes/no questions and an open ended question on

appropriate legal issues to consider. The majority of the respondents agreed that a nonprofit should seek IRS 501(c)(3) tax-exempt status and that the organization should be fully registered with federal, state and local governments in the areas in which they intend to operate. The group also agreed that the organization should have a Board of Directors, with a unanimous response that the Board of Directors should include members of the communities the organization will serve or currently serves. The respondents agreed that the organization should develop Bylaws that clearly define the organization's mission and the Bylaws should be voted on by the Board of Directors. All of the experts agreed that the Bylaws should be revisited every 3-5 years. Most agreed that the programs the organization implements should be articulated in the Bylaws but the majority did not agree that the Bylaws should include funding plans.

The experts who support the establishment of a legal nonprofit organization were asked to identify other legal issues that need to be taken into consideration. The three most common responses are as follows.

1. Liability Insurance
2. Food safety regulations and/or certification
3. Organizational Policy (ethics, roles, operations, human resources, Attorney, Exit Plan)



**Table 4.1:** Responses to Legal Considerations Questions

| Questions  | n  | Yes          | No         | % Total |
|--|----|--------------|------------|---------|
| 1. Should organizations that wish to participate in community-based agriculture (i.e. community gardens, urban farms) create a legal nonprofit entity? | 19 | 11<br>(58%)  | 8<br>(42%) | 100%    |
| 2. Organizations should seek IRS 501(c)(3) tax-exempt status.  | 13 | 10<br>(77%)  | 3<br>(23%) | 100%    |
| 3. Organizations should register with state regulators governing the state in which they intend to operate.  | 14 | 10<br>(71%)  | 4<br>(29%) | 100%    |
| 4. Organizations should register with local government agencies.   | 14 | 10<br>(71%)  | 4<br>(29%) | 100%    |
| 5. Organizations should have an appointed Board of Directors.  | 13 | 11<br>(85%)  | 2<br>(15%) | 100%    |
| 6. Organizations should recruit board members from the communities they serve.   | 14 | 14<br>(100%) | 0<br>(0%)  | 100%    |
| 7. Organizations should develop Bylaws.  | 14 | 14<br>(100%) | 0<br>(0%)  | 100%    |
| 8. Bylaws should clearly detail the organization's mission.  | 14 | 13<br>(93%)  | 1<br>(7%)  | 100%    |
| 9. Bylaws should articulate organizational programs.   | 14 | 9<br>(64%)   | 5<br>(36%) | 100%    |
| 10. Bylaws should include funding plans.   | 13 | 6<br>(46%)   | 7<br>(54%) | 100%    |
| 11. The Bylaws should be voted on by the Board of Directors.   | 14 | 12<br>(86%)  | 2<br>(14%) | 100%    |
| 12. The Bylaws should be revisited every 3-5 years.  | 14 | 14<br>(100%) | 0<br>(0%)  | 100%    |

## Volunteers

A review of the literature indicates that volunteers are very important to nonprofits.

Table 4.2 reveals the majority of experts agreed that CBAs should recruit volunteers to assist in carrying out the organizational mission. Additionally, the majority of experts agreed that the role of volunteers within the organization is important enough to require a dedicated paid or board volunteer staff manager to manage volunteer recruitment, management and

communication. Most of the experts believe the organization should host volunteer recognition ceremonies to make volunteers feel appreciated.

Two open-ended questions asked respondents how best to manage and recognize volunteers. The three most common answers are as follows:

1. Provide plenty of communication regarding duties and assignments and solicit feedback from volunteers.
2. Provide small and large rewards to help volunteers stay motivated.
3. Give volunteers a voice in the organization.

**Table 4.2:** Responses to Volunteers Questions

| Questions  | n  | Yes         | No         | % Total |
|--|----|-------------|------------|---------|
| 1. Organizations should recruit volunteers to assist in carrying out organizational goals. | 14 | 13<br>(93%) | 1<br>(7%)  | 100%    |
| 2. Organizations should provide paid staff to organize and manage volunteers               | 17 | 14<br>(82%) | 3<br>(18%) | 100%    |
| 3. Organizations should host volunteer recognition ceremonies.                             | 14 | 11<br>(79%) | 3<br>(21%) | 100%    |

## Marketing

Previous research indicates that marketing is vital to nonprofits for several reasons, including data gathering necessary for program development and providing visibility for the organization. It points to community surveys and meetings as the most valuable market research tool available to nonprofits. As seen in Table 4.3, however, only about half of the surveyed experts agreed that surveys are a valuable marketing and market research tool but almost all experts agreed that regular community meetings were vital.

With regards to technology-based marketing tools, most experts agreed that a well developed interactive website was an important marketing tool. Additionally, most experts

agreed that social media is a valuable tool to promote their mission. Finally, the majority of experts agree that community members and supporters are more likely to continue to support an organization if they feel connected to the mission. The experts agree that a good marketing tool to accomplish this feeling of connectedness and agency is to publicly recognize staff and volunteer achievements through social media and websites. All agree that the CBA should publically thank donors.

An open-ended question about marketing asked respondents to identify three additional ways to market the organizations; the three most common responses are as follows.

1. Marketing is most effective through community engagement, including giving presentations at community events, participating in health fairs and hosting fundraising events.
2. Marketing can also be achieved through earned media, or word-of-mouth, opportunities. The CBA should get to know the local media representatives and provide press releases.
3. Collaborating or linking-up with similar organizations can provide marketing opportunities.

**Table 4.3:** Responses to Marketing Questions

| Questions   | n  | Yes          | No         | % Total |
|---|----|--------------|------------|---------|
| 1. Organizations should conduct door-to-door surveys of community residents to determine community needs. | 16 | 9<br>(56%)   | 7<br>(44%) | 100%    |
| 2. Organizations should hold monthly community meetings.  | 15 | 11<br>(73%)  | 4<br>(27%) | 100%    |
| 3. Organizations should develop interactive websites.   | 17 | 16<br>(94%)  | 1<br>(6%)  | 100%    |
| 4. Organizations should use social media to promote their mission.  | 16 | 15<br>(94%)  | 1<br>(6%)  | 100%    |
| 5. Organizations should recognize staff and volunteer achievement on websites and social media platforms. | 17 | 16<br>(94%)  | 1<br>(6%)  | 100%    |
| 6. Organizations should publically thank donors.  | 17 | 17<br>(100%) | 0<br>(0%)  | 100%    |

## Program Development

Programs are the products and services a nonprofit develops or provides to its served community. Table 4.4 shows the majority of experts agreed that programs should closely align with the organization’s mission. Some programs that most of the experts agreed should be included in a CBA nonprofit organization’s mission include community garden installation and maintenance, gardening education programs, and nutrition, and cooking skills programs. A slight majority of experts disagreed that CBAs should include a lawn-to-garden volunteer team to install backyard gardens at residential homes.

The survey requested respondents to list three additional programs that they believe are most important to promote community-based agriculture. The three most common responses are listed below.

1. CBA programs should be determined by the community the organization will serve.

2. CBAs should include economic development programs to generate revenue, including food and farmers markets and food hubs that link regional food growers to buyers.
3. CBAs should include children and youth programs.

**Table 4.4:** Responses to Program Development Questions

| Questions   | n  | Yes         | No         | % Total |
|---|----|-------------|------------|---------|
| 1. Programs should closely align with organization’s mission.   | 17 | 16<br>(94%) | 1<br>(6%)  | 100%    |
| 2. Organizations should develop a program for community garden installation, development and maintenance.       | 17 | 15<br>(88%) | 2<br>(12%) | 100%    |
| 3. Organizations should develop a program for volunteer teams to install backyard gardens in residential homes. | 17 | 8<br>(47%)  | 9<br>(53%) | 100%    |
| 4. Organizations should develop a program to promote and provide gardening education.                           | 17 | 15<br>(88%) | 2<br>(12%) | 100%    |
| 5. Organizations should develop a program to promote nutrition.   | 17 | 15<br>(88%) | 2<br>(12%) | 100%    |
| 6. Organizations should develop a program to promote cooking skills.  | 17 | 15<br>(88%) | 2<br>(12%) | 100%    |

## Funding

Funding is a critical issue within any organization, but can be particularly challenging for nonprofits and agriculture-based nonprofits. Research indicates CBAs should pursue diverse funding strategies that should include grants, individual donors and new technology platforms for one-shot capital campaigns. As seen in Table 4.5, the majority of experts agreed that CBAs should include grants in a long-term funding strategy, although a higher percentage of experts preferred less restrictive private foundation grants over government grants. All experts agreed that the CBA should develop a loyal base of donors and most agreed that capital campaign fundraising could benefit from crowdfunding, or using social media platforms to solicit one-

time, small donations from large groups of people. Additionally, they agreed that organizations benefit from, and should seek, in-kind donations for supplies from local garden or farm businesses. The majority of experts did not agree that CBAs should establish farmer’s markets as a method of funding the organization.

The survey asked respondents to list other funding opportunities that the organization should utilize. The three most common responses are listed below.

What other funding opportunities should organizations utilize?

1. CBAs can generate revenue by selling extra produce (in the case of urban farms), plant sales, or renting space for events.
2. CBAs should host charity events, including dinners, tours and galas.
3. CBAs should solicit corporate donations from corporations that promote public health such as health insurance companies and public health providers.

**Table 4.5:** Responses to Funding Questions

| Questions   | n  | Yes          | No         | % Total |
|---|----|--------------|------------|---------|
| 1. Organizations should seek government grants  | 16 | 10<br>(63%)  | 6<br>(37%) | 100%    |
| 2. Organizations should seek private foundation grants.   | 16 | 15<br>(94%)  | 1<br>(6%)  | 100%    |
| 3. Organizations should develop a loyal base of private donors.   | 16 | 16<br>(100%) | 0<br>(0%)  | 100%    |
| 4. Organizations should use crowdfunding platforms such as Kickstarter to fund individual large projects.     | 15 | 14<br>(93%)  | 1<br>(7%)  | 100%    |
| 5. Organizations should seek in-kind donations for gardening supplies from community garden supply businesses | 16 | 15<br>(94%)  | 1<br>(6%)  | 100%    |
| 6. Organizations should establish farmer’s markets.   | 15 | 6<br>(40%)   | 9<br>(60%) | 100%    |

## Collaborations

The experts agreed that it is important for CBAs and nonprofits to collaborate with other organizations in order to carry-out their missions. The majority of experts preferred collaboration with community development organizations which coincides with the literature on food security and community redevelopment. Table 4.6 shows most experts agreed that CBAs should partner with local business to host events to raise the visibility of the organization. Additionally, most also agreed that CBAs should collaborate with local or community churches and local governments for access to land belonging to churches, parks and libraries for community garden locations. Finally, most experts agreed that CBAs should partner with universities and master gardener programs to develop gardening education programs.

An open-ended question asked respondents to list additional opportunities for government, private and organizational partnerships. The three most common responses are listed below.

1. CBAs can collaborate with local Food Policy Councils.
2. CBAs shouldn't collaborate with any organizations.
3. CBAs can collaborate with local land trust organizations to access land.

**Table 4.6:** Responses to Collaboration Questions

| Questions  | n  | Yes         | No         | % Total |
|--|----|-------------|------------|---------|
| 1. Organizations should partner with community development organizations.  | 17 | 15<br>(88%) | 2<br>(11%) | 100%    |
| 2. Organizations should partner with universities to develop and administer gardening education programs                                       | 17 | 12<br>71%   | 5<br>29%   | 100%    |
| 3. Organizations should partner with master gardener programs to develop and deliver gardening education programs.                             | 17 | 12<br>71%   | 5<br>29%   | 100%    |
| 4. Organizations should partner with local businesses to host events, such as 5k races, to raise visibility of the organization.               | 16 | 11<br>(69%) | 5<br>(31%) | 100%    |
| 5. Organizations should partner with local churches to access land to establish community garden locations.                                    | 16 | 14<br>(88%) | 2<br>(12%) | 100%    |
| 6. Organizations should partner with local governments to locate community gardens in public parks, at public libraries and other public lands | 17 | 15<br>(88%) | 2<br>(12%) | 100%    |

## Obstacles

### *Land Availability*

The literature revealed that the greatest obstacle to establishing community-based agriculture, particularly in urban settings, is access to land. The majority of experts agree that CBA organizations should request local governments redevelop vacant lots in low income neighborhoods into green spaces and community gardens. As seen in Table 4.7, all respondents agreed that CBA organizations should also approach vacant lot owners to lease lots for community gardens. A majority of experts do not support using the Dudley Street Neighborhood Initiative’s example of pursuing eminent domain over tax-delinquent land owners to gain ownership over vacant or blighted urban lots to redevelop them into communal gardens or green spaces.



The three most common responses to the open-ended questions of different ways organizations can obtain land for community-based agriculture projects (i.e. urban farms, community gardens, backyard, or lawn-to-garden) are as follows.

1. Local schools and churches.
2. Utilize rights-of-way or utility easements
3. Create neighborhood gardens in large neighborhood yards

**Table 4.7:** Responses to Obstacles Questions – Land Availability

| Questions   | n  | Yes          | No         | % Total |
|---|----|--------------|------------|---------|
| 1. Organizations should advocate to local governments to redevelop vacant lots in low-income neighborhoods into green spaces and community gardens. | 15 | 14<br>(93%)  | 1<br>(7%)  | 100%    |
| 2. Organizations should work with vacant lot owners to lease lots for community gardens.  | 15 | 15<br>(100%) | 0<br>(0%)  | 100%    |
| 3. Organizations should seek eminent domain over tax-delinquent lot owners in order to redevelop into green spaces and community gardens.           | 15 | 6<br>(40%)   | 9<br>(60%) | 100%    |

### *Brownfields*

The literature revealed that vacant urban or abandoned industrial land, particularly in lower socioeconomic neighborhoods, is often contaminated from previous use or illegal dumping activities. These contaminants can be dangerous for gardeners coming to contact with contaminated soil or the contaminants can leach into produce grown on the lot. Table 4.8 reveals that all experts agree that CBAs should perform soil tests to identify dangerous contaminants before establishing a community garden. Most experts agree that raised garden beds that place a barrier between contaminated or concrete lots and plants are a good method to combat contamination problems. All agree that if raised beds are not an option, CBAs

should use soil remediation and restoration techniques through compost amendments before establishing any garden.

The three most common responses to the open-ended question of additional options for revitalizing contaminated potential garden locations

1. Dig out and replace topsoil.
2. Placing a synthetic barrier between contaminated soil and added top soil.
3. Plant cover Crop that leaches contaminants from soil, destroy and repeat until tests are clean.

**Table 4.8:** Responses to Obstacles Questions – Brownfields

| Questions   | n  | Yes          | No        | % Total |
|---|----|--------------|-----------|---------|
| 1. Organizations should test soil for contaminants before establishing a community garden on a vacant lot.  | 16 | 16<br>(100%) | 0<br>(0%) | 100%    |
| 2. Organizations should consider using raised garden beds in vacant urban lots to prevent soil contamination.                                     | 16 | 15<br>(94%)  | 1<br>(6%) | 100%    |
| 3. If not using raised beds, organizations should restore soil through compost amendments before establishing a community garden in a vacant lot. | 14 | 14<br>(100%) | 0<br>(0%) | 100%    |

### *Zoning & Ordinances: The Regulatory Burdens*

Zoning and city ordinances can also be difficult obstacles for fledgling community-based agriculture organizations. Table 4.9 reveals that all experts agree that CBAs should understand their city’s urban farm ordinance that governs community-based agriculture production. Additionally, most experts agree CBAs should actively engage local governments in easing urban farming restrictions that might hinder agricultural development.

The majority of experts also agree CBAs should understand the city land-use ordinances before establishing a community garden or converting lawns to gardens. As with urban farming regulations, the majority of experts agree that CBAs should actively advocate easing restrictive zoning and land-use restrictions in favor of garden-friendly regulations.

**Table 4.9:** Responses to Obstacles Questions – Zoning & Ordinances: Regulatory Burdens

| Questions   | n  | Yes          | No        | % Total |
|---|----|--------------|-----------|---------|
| 1. Organizations should understand their city’s urban farm ordinance.   | 16 | 16<br>(100%) | 0<br>(0%) | 100%    |
| 2. Organizations should advocate local governments ease urban farm restrictions.  | 15 | 14<br>(93%)  | 1<br>(7%) | 100%    |
| 3. Organizations should understand the city’s land-use ordinances before establishing a community garden or transforming a lawn to garden.            | 15 | 14<br>(94%)  | 1<br>(6%) | 100%    |
| 4. To encourage urban farming and urban gardening, organizations should advocate local governments ease zoning restriction and land-use restrictions. | 15 | 14<br>(93%)  | 1<br>(7%) | 100%    |

### *Climate*

Climate is always a challenge to any gardening enterprise and can be especially so in particular climates such as the arid southwest and Texas or the cold, long winters of the north. As seen in Table 4.10, most experts agree that community gardens should be established in locations with ready access to water. In arid climates, the majority of experts agreed that water-saving permaculture techniques should be used to develop low water use gardens. Additionally, most of experts agreed that cold climates with short growing seasons should consider building greenhouses, similar to Boston’s DSNI, to allow for year-round food production.

An open-ended question asked respondents to list additional ways to overcome climate issues. The three most common responses for arid climates are listed below.

1. Rainwater collection and catchment systems can provide water to low-water sites. But these are not fully reliable.
2. If there isn't access to water, the site should not be used.
3. Contact the city to determine if water can be re-accessed or diverted to the site.

The three most common alternatives to greenhouses that allow gardening in cold climates are listed below.

1. Cold frames can be used to protect plants during cold weather.
2. Hoop houses will provide cover and protection, but may need heat lights.
3. Cloches made from plastic or glass bottles can be placed over plants during cold weather.

The respondents were asked to list additional obstacles that might affect organizations ability to function. The three most common responses are listed below.

1. Lack of community buy-in.
2. Competition with developers for vacant land.
3. Competition for nonprofit resources/lack of funding.

**Table 4.10:** Responses to Climate Questions

| Questions   | n  | Yes         | No         | % Total |
|---|----|-------------|------------|---------|
| 1. Community gardens should be established in locations with access to water.   | 16 | 14<br>(88%) | 2<br>(12%) | 100%    |
| 2. Gardens in arid climates should utilize modern water-saving permaculture techniques such as “key-hole” gardens.                                    | 15 | 13<br>(87%) | 2<br>(13%) | 100%    |
| 3. Organizations in cold climates with short growing seasons should consider building a greenhouse for year-round food production.                    | 14 | 13<br>(93%) | 1<br>(7%)  | 100%    |
| 4. To encourage urban farming and urban gardening, organizations should advocate local governments ease zoning restriction and land-use restrictions. | 15 | 14<br>(93%) | 1<br>(7%)  | 100%    |

### Production and Delivery Systems

One of the most important strategic plans a CBA must consider is how the garden will be installed, divided and maintained, along with how community members will access the resulting produce or what will become of the produce. There are many production and delivery systems, from individual gardens to market gardens, that should be considered based upon the needs and desires of the community.

Table 4.11 shows that a slight majority of experts agreed that individual lawn gardens or backyard gardens should be included in a CBA’s strategic plans while a larger percent favored school gardens that produced food for the community and doubled as outdoor classrooms. Almost all agreed that community gardens can be communal where the entire community works in the garden and divides the produce or allotment-based where each family is given or rented a lot in the garden and is responsible for planning, planting, maintenance, harvesting and consumption. Additionally, many agreed that CBAs should consider market gardens or urban farms to sell produce directly to the public at farmer’s markets.

**Table 4.11:** Responses to Production and Delivery Questions

| <b>Questions</b>  | <b>n</b> | <b>Yes</b>  | <b>No</b>  | <b>% Total</b> |
|---|----------|-------------|------------|----------------|
| 1. Organizations should consider programs to convert lawns in low-income neighborhoods into edible gardens.             | 15       | 9<br>(60%)  | 6<br>(40%) | 100%           |
| 2. Organizations should work with community schools to build gardens for outdoor classrooms.                            | 15       | 13<br>(87%) | 2<br>(13%) | 100%           |
| 3. Organizations should survey the community to determine whether community garden should be cooperative.               | 15       | 14<br>(93%) | 1<br>(7%)  | 100%           |
| 4. Organizations should survey the community to determine whether a community garden should have individual allotments. | 15       | 14<br>(93%) | 1<br>(7%)  | 100%           |
| 5. Organizations should establish market gardens to sell produce directly to the public at farmer's markets.            | 15       | 11<br>(73%) | 4<br>(27%) | 100%           |

## Chapter Five: Conclusion

The purpose of this research is to develop an ideal model for non-profit organizations to create food security in low-income neighborhoods. One component in creating food security is through developing community-based agriculture, including community gardens and urban farms, to increase access to fresh, healthy foods. The information gathered in the literature review revealed, and the survey confirmed, eight categories that should be included in the model on creating CBA nonprofits. In addition to supporting the literature, the survey established parameters to determine whether or not a legal nonprofit entity is necessary or should be established. In particular, the experts determined that if the endeavor was to remain limited in size and scope, did not wish to engage in fundraising and only wanted to provide a single community garden for the local residents, it should not utilize resources to register as a legal nonprofit entity.

The model can be used by local communities and groups wishing to establish a nonprofit entity that supports and/or promotes local community-based agriculture. Accordingly, CBAs should first evaluate the mission of the group to determine if the size, scope and mission would best be served by formally establish a nonprofit entity. If the group determines it should create a legal nonprofit entity, it must do the following: meet the legal requirements for establishing a nonprofit entity, recruit community volunteers to carry out the mission, develop a marketing plan, focus on program development, seek funding, engage in collaborative partnerships with similar organizations, identify and address obstacles and design a production and delivery method.

**Table 5.1: Model for Nonprofit CBA Organizations**

| Categories  |
|---|
| <p><b>Legal Considerations</b></p> <ul style="list-style-type: none"> <li>• CBAs should carefully consider whether it should create a formal organization and include the appropriate legal structure to obtain nonprofit status.</li> <li>• A legal nonprofit entity should only be created if:             <ul style="list-style-type: none"> <li>○ The group has a well defined mission and vision and includes stakeholder positions.</li> <li>○ The group wants the organization to be sustainable and lasting.</li> <li>○ The group has a large scope.</li> <li>○ The group wants to shape public policy.</li> <li>○ The organizers are motivated by something other than profit.</li> <li>○ The group wishes to participate in fundraising activities to sustain or grow the organization.</li> </ul> </li> <li>• A legal nonprofit entity should not be created if:             <ul style="list-style-type: none"> <li>○ An umbrella organization with a similar mission exists that can provide legal structure and support.</li> <li>○ The group opts to create a for-profit incubator farm to support aspiring farmers and local community farmers.</li> <li>○ The group wishes to limit its size and scope to only the direct community that utilizes the garden.</li> </ul> </li> <li>• CBAs should register with the IRS for 501(c)(3) tax exempt status</li> <li>• CBAs should determine what additional state and local requirements apply to charitable organizations in their operational location and register with relevant state and local organizations.</li> <li>• CBAs should appoint a board of directors.</li> <li>• CBAs should recruit board members from the communities they serve.</li> <li>• CBAs should thoroughly develop Bylaws.             <ul style="list-style-type: none"> <li>○ The Bylaws should articulate the organization’s mission and organizational programs.</li> <li>○ Bylaws should be voted on by the Board of Directors and revisited every 3-5 years to prevent mission creep.</li> </ul> </li> <li>• CBAs should obtain liability insurance for the Board of Directors and the farms and gardens.</li> <li>• CBAs should know and adhere to food safety regulations and certifications (i.e. USDA Organic)</li> <li>• CBAs should work to create clear and effective organizational policies, including ethics, employee, board and stakeholder roles, operations, human resources and exit plan if organization disbands.</li> <li>• CBAs should have an attorney review applications.</li> </ul> |



**Table 5.1 - Model for Nonprofit CBA Organizations, Continued**

|   |
|---|
| <p><b><i>Volunteers</i></b></p> <p>Volunteers are important in any nonprofit success. Therefore, Nonprofit CBAs should seek and support volunteers in the following ways.</p> <ul style="list-style-type: none"><li>• Recruit volunteers to assist in carrying out the mission.</li><li>• Dedicate a staff member to organize, schedule and manage volunteers.</li><li>• Clearly define volunteer duties and assignments, communicate with volunteers and seek volunteer feedback with regards to mission, duties or operations.</li><li>• Recognize volunteer achievement through periodic awards ceremonies.</li><li>• Keep volunteers motivated with small and large rewards, including<ul style="list-style-type: none"><li>○ Access to special events such as dinners, lectures or field trips.</li></ul></li></ul>  |
| <p><b><i>Marketing</i></b></p> <ul style="list-style-type: none"><li>• CBAs should engage in a variety of marketing mechanisms, including:<ul style="list-style-type: none"><li>○ Create interactive websites.</li><li>○ Actively post updates and events on social media accounts such as Twitter and Facebook.</li><li>○ Write blog about the organization.</li><li>○ Community engagement:<ul style="list-style-type: none"><li>▪ Keep volunteers, board members and staff invested in the organization through recognition which will encourage them to promote the organization within the community.</li><li>▪ Hold monthly community meetings in the served community.</li><li>▪ Provide presentations at local community events.</li></ul></li><li>○ Get to know the local media and provide press releases or invite them to events.</li><li>○ Participate in health fairs.</li><li>○ Host fundraising events individually and in collaboration with local businesses. Examples include garden tours, dinners, 5k races.</li><li>○ Collaborate with similar organizations.</li></ul></li></ul> |
| <p><b><i>Program Development</i></b></p> <ul style="list-style-type: none"><li>• CBAs' programs or services should closely align with the organization's mission.</li><li>• CBAs should first survey the community it intends to serve to determine what programs it will offer.</li><li>• Programs may include one or more of the following:<ul style="list-style-type: none"><li>○ Community garden development, installation and maintenance.</li><li>○ Gardening education programs.</li><li>○ Nutritional programs to encourage and promote the benefits of healthy eating and gardening.</li><li>○ Cooking programs to teach recipients how to utilize and enjoy locally grown and harvested produce.</li><li>○ Children and youth gardening/nutrition/cooking programs.</li><li>○ Economic development programs to generate revenue, including<ul style="list-style-type: none"><li>▪ Food hubs linking regional food growers to buyers.</li><li>▪ Food market or farmers market participation.</li></ul></li></ul></li></ul>  |

**Table 5.1 - Model for Nonprofit CBA Organizations, Continued**

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| <b>Funding</b>   |
| <ul style="list-style-type: none"><li>• CBAs should seek funding from a variety of sources, including:<ul style="list-style-type: none"><li>○ Grants<ul style="list-style-type: none"><li>▪ Government grants.</li><li>▪ Private foundation grants.</li></ul></li><li>○ Developing a loyal base of private individual and corporate donors.</li><li>○ Utilize crowdfunding platforms such as Kickstarter to fund large capital projects such as garden installation, shed building or garden relocation.</li><li>○ Seek in-kind donations for garden and building supplies from community businesses.</li><li>○ Sell extra produce to the public, plant sales, renting space for events.</li><li>○ Host charity fundraising events.</li></ul></li></ul>  |
| <b>Collaboration</b>   |
| <ul style="list-style-type: none"><li>• CBAs should collaborate with similar organizations to maximize its mission while minimizing overhead costs. These partnerships can include:<ul style="list-style-type: none"><li>○ Community development organizations.</li><li>○ University Agriculture Extension Programs to provide garden education.</li><li>○ Master Gardener Programs to provide garden education.</li><li>○ Local businesses such as health food stores or community health providers.</li><li>○ Local churches for both outreach and garden locations.</li><li>○ Local governments for outreach, resources and garden locations on public lands including parks, libraries and utility easements.</li><li>○ Food Policy Councils (outreach and policy development).</li><li>○ Land trust organizations (garden locations).</li><li>○ Local businesses (fundraising opportunities, in-kind and monetary support, events).</li></ul></li></ul> |

**Table 5.1 - Model for Nonprofit CBA Organizations, Continued**

| <b>Obstacles</b>   |
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| <ul style="list-style-type: none"><li>• CBAs can access land through a variety of methods, including the following:<ul style="list-style-type: none"><li>○ Seek use of school land, neighborhood parks or utility easements.</li><li>○ Seek use of public library or public clinic land.</li><li>○ Seek use of land owned by local churches or businesses.</li><li>○ Join local residents together to utilize large residential lots for community gardens.</li><li>○ Encourage the city to redevelop vacant lots into community gardens.</li><li>○ Lease or solicit use of vacant lots from private lot owners.</li></ul></li><li>• CBAs should test soil in any potential garden location for contaminants. Contaminants can be remediated or avoided through the following methods:<ul style="list-style-type: none"><li>○ Dig out and replace top soil.</li><li>○ Place a synthetic barrier between land or concrete and add new top soil.</li><li>○ Plant cover crops to leach contamination. Harvest and destroy and then retest soil. Repeat until soil tests return to acceptable levels.</li><li>○ Use raised beds.</li></ul></li><li>• To prevent running afoul of city zoning restrictions and urban farm restrictions on garden size or crop limitations, CBAs should:<ul style="list-style-type: none"><li>○ Understand their city's urban farm ordinance.</li><li>○ Understand city's land-use ordinances.</li><li>○ CBAs should actively advocate cities to ease both farm and land-use ordinances that restrict urban farming or community-based agriculture.</li></ul></li></ul> <p>Climate can be challenging to CBAs.</p> <ul style="list-style-type: none"><li>• Droughts, arid climates and lack of water access to lots can be remediated by the following:<ul style="list-style-type: none"><li>○ Install rainwater collection or catchment systems.</li><li>○ Utilize modern water-saving permaculture techniques</li><li>○ Find alternative sites that have water access.</li><li>○ Work with city water utility to reaccess water or install water access at a vacant lot.</li></ul></li><li>• CBAs in cold climates should consider constructing greenhouses to increase food production.</li><li>• Alternatives to greenhouses include:<ul style="list-style-type: none"><li>○ Hoop Houses</li><li>○ Cold frames</li><li>○ Cloches</li></ul></li></ul> |

**Table 5.1 - Model for Nonprofit CBA Organizations, Continued**

| <b><i>Production and Delivery Systems</i></b>   |
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| <p>CBA must consider how the gardens or farms will be designed and how the resulting produce will be produced and distributed to community members. The served community should be surveyed to determine the best method to implement production and delivery systems. These can include one or more of the following:</p> <ul style="list-style-type: none"><li>• Convert lawns into gardens where residents are responsible for planting, maintenance and harvesting. They keep the harvest.</li><li>• Convert lawns into gardens in a cooperative manner to share work between neighborhood residents and divide harvest between residents that participated.</li><li>• Establish community garden on public or vacant land; divide parcels to be allocated to each participating member who is responsible for planning, planting and harvesting the allotment. In this method, the allotment owner keeps the harvest.</li><li>• Establish a community garden on public or vacant land; recruit community members to plan, plant, maintain and harvest the garden. Because the work is shared by all members of the community, the harvest is divided among community member participants.</li><li>• Establish an urban farm where community members work and harvest produce on a large scale and the produce is then sold to the community at low prices or to local businesses to raise profits for the organization. Workers can be given a share of the harvest in compensation for working on the farm.</li></ul> |

While the model establishes the best practices for large-scale CBA programs, not all communities or interested groups will have the resources to undertake the process to seek nonprofit status. The interested group may also need time to educate the community on the importance and benefits of CBA. The most reasonable option may be to start as a small, unregistered organization with a group of dedicated community members with a single community garden or demonstration and teaching garden. The practices found in this model can be utilized to provide guidance on a smaller scale with the hope of future growth and sustainability.

Urban agriculture and community gardens not only provide sustainable food systems and lower food costs, they help rebuild communities by providing a place to gather and work together. Therefore, additional research should be conducted on how city and local governments can utilize their resources to establish and promote urban agriculture on city-

owned property. In particular, research might focus on how city governments could utilize sustainable food policy boards, such as Austin's Sustainable Food Policy Board (Austin Sustainable Food Policy Board 2013), to work with city departments, including city-owned utilities, city libraries, community health centers, and parks and recreation departments in identifying open spaces available for establishing community or urban gardens or redistribute portions of parks into community garden space.

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## Appendix A – Resources for Nonprofit Community-based Agriculture Organizations

| <b>Legal Considerations</b>   |   |
|---|---|
| <b>Applying for federal nonprofit tax-exempt status (501(c)(3))</b>   | <b>Links</b>  |
| IRS 501(c)(3) Resources – includes many links to information on tax exempt status.  | <a href="http://www.irs.gov/Charities-&amp;-Non-Profits/Charitable-Organizations">http://www.irs.gov/Charities-&amp;-Non-Profits/Charitable-Organizations</a>   |
| IRS Publication 4220 – Easy primer or overview on 501(c)(3) status – who’s exempt, how to apply, and tax exempt responsibilities. Read this first.  | <a href="http://www.irs.gov/pub/irs-pdf/p4220.pdf">http://www.irs.gov/pub/irs-pdf/p4220.pdf</a>   |
| IRS Publication 557 – Tax Exempt Status detailed regulations and instructions.  | <a href="http://www.irs.gov/pub/irs-pdf/p557.pdf">http://www.irs.gov/pub/irs-pdf/p557.pdf</a>   |
| Application for Employee Identification Number (EIN) – required for 501(c)(3) ( <i>online instructions and application</i> )  | <a href="http://www.irs.gov/Businesses/Small-Businesses-&amp;-Self-Employed/Apply-for-an-Employer-Identification-Number-(EIN)-Online">http://www.irs.gov/Businesses/Small-Businesses-&amp;-Self-Employed/Apply-for-an-Employer-Identification-Number-(EIN)-Online</a>                 |
| IRS Form 1023 – Application for 501(c)(3) status  | <a href="http://www.irs.gov/pub/irs-pdf/f1023.pdf">http://www.irs.gov/pub/irs-pdf/f1023.pdf</a>   |
| <p>Community gardens or CBAs organized by a charge may fall into the church integrated auxiliary exception to the exemption application</p> <ul style="list-style-type: none"> <li>• <i>Churches, their integrated auxiliaries, and conventions or associations of churches</i>; a class of organizations related to a church or convention or association of churches, but are churches or church associations. “In general, the IRS will treat an organization that meets the following three requirements as an integrated auxiliary of a church. The organization must: <ul style="list-style-type: none"> <li>• Be described both as an Internal Revenue Code</li> </ul> </li> </ul> | <a href="http://www.irs.gov/Charities-&amp;-Non-Profits/Charitable-Organizations/Gross-Receipts-Test-Section-501(c)(3)-Exemption-Application">http://www.irs.gov/Charities-&amp;-Non-Profits/Charitable-Organizations/Gross-Receipts-Test-Section-501(c)(3)-Exemption-Application</a> |

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| <p>section 501(c)(3) organization and be a public charity under Code section 509(a)(1), (2), or (3),</p> <ul style="list-style-type: none"> <li>• Be affiliated with a church or convention or association of churches, and</li> <li>• Receive financial support primarily from internal church sources as opposed to public or governmental sources.</li> </ul> <p><i>Or</i></p> <ul style="list-style-type: none"> <li>• <i>An organization that is not a private foundation and the <u>gross receipts</u> of which in each taxable year are normally not more than \$5,000.</i></li> </ul> <p>IRS Gross Receipts Test</p> |   |
| <p><b>State Regulations</b></p>  |   |
| <p>IRS Links to State Organizations that Regulate Charitable Nonprofits.</p>   | <p><a href="http://www.irs.gov/Charities-&amp;-Non-Profits/State-Links">http://www.irs.gov/Charities-&amp;-Non-Profits/State-Links</a></p>  |
| <p>Unified Registration Statement (URS) – allows streamlined charity filing in 37 states.</p>  | <p><a href="http://www.multistatefiling.org/">http://www.multistatefiling.org/</a></p> <p>States that accept URS</p> <p><a href="http://www.multistatefiling.org/#no_states">http://www.multistatefiling.org/#no_states</a></p> <p>If your state is not on this list, check with state Attorney General and State Treasurer for Charitable registration and reporting requirements.</p> |

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| <b>Food Safety Regulations and Certifications</b>  |  |
| <p>Good Agriculture Practices (GAP) Certification – voluntary food safety certification that identifies to the buyer that the grower uses safe and standard agriculture practices</p>  | <p>Explanation of GAP and analysis of certification by North Carolina State University.<br/> <a href="http://www4.ncsu.edu/~rmrejesu/Food_Safety_Risk/ag-709%20final%20printed.pdf">http://www4.ncsu.edu/~rmrejesu/Food_Safety_Risk/ag-709%20final%20printed.pdf</a></p> <p>Independent website on GAP certification, including certification resources<br/> <a href="http://gapcertification.com/">http://gapcertification.com/</a></p> <p>USDA Website for GAP grading, auditing and certification.<br/> <a href="http://www.ams.usda.gov/AMSV1.0/gapghp">http://www.ams.usda.gov/AMSV1.0/gapghp</a></p> |
| <p>Decide whether to certify your garden or farm as USDA Organic. USDA Organic Certification website.</p>  | <p><a href="http://www.usda.gov/wps/portal/usda/usdahome?navid=organic-agriculture">http://www.usda.gov/wps/portal/usda/usdahome?navid=organic-agriculture</a></p>   |
| <p>2011 Food Safety Modernization Act (FSMA) – To whom does it apply? What should farms and gardens know?</p>  | <p>FDA - Food Safety Modernization Act (FSMA) website: includes frequently asked questions; laws, rules and guidance and a status of rule implementation.<br/> <a href="http://www.fda.gov/Food/GuidanceRegulation/FSMA/default.htm">http://www.fda.gov/Food/GuidanceRegulation/FSMA/default.htm</a></p> <p>National Sustainable Agriculture Coalition – FSMA educational information.<br/> <a href="http://sustainableagriculture.net/fsma/">http://sustainableagriculture.net/fsma/</a></p>  |
| <b>General Legal Issues</b>  |  |
| <p>UrbanAgLaw is a website that provides legal information, best practices and examples and supporting tools for urban agriculture organizations. It does not take the place of attorney advice, but it is a good place to start when looking into the following issues:</p> | <p><a href="http://www.urbanaglaw.org/#">http://www.urbanaglaw.org/#</a></p>   |

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| <ul style="list-style-type: none"> <li>• nonprofit designation and maintenance</li> <li>• land access and land tenure</li> <li>• Examples of land use agreements from existing urban agriculture enterprises</li> <li>• Food Agriculture and Health regulations</li> </ul>   |   |
| <p>Nonprofit Resource Center – a nonprofit organization that provides nonprofit operational policy resources (open), among other services (some for members only).</p>   | <p><a href="http://www.nprcenter.org/">http://www.nprcenter.org/</a></p>  |
| <p><b>Volunteers</b></p>   |   |
| <p>Strategic Volunteer Engagement: A Guide for Nonprofit and Public Sector Leaders published by RGK Center for Philanthropic Services at the LBJ School of Public Affairs, University of Texas, Austin.</p>  | <p><a href="http://www.volunteeralive.org/docs/Strategic%20Volunteer%20Engagement.pdf">http://www.volunteeralive.org/docs/Strategic%20Volunteer%20Engagement.pdf</a></p>  |
| <p><b>Marketing</b></p>  |   |
| <p>Getting Attention! A Nonprofit Marketing Consultant – marketing template</p>  | <p><a href="http://gettingattention.org/articles/69/planning-budgets/nonprofit-marketing-plan-template.html">http://gettingattention.org/articles/69/planning-budgets/nonprofit-marketing-plan-template.html</a></p>  |
| <p><b>Funding</b></p>  |   |
| <p>National Council of Nonprofits – accountability practices for fundraising</p>   | <p><a href="http://www.councilofnonprofits.org/resources/resources-topic/fundraising/accountability-practices-fundraising">http://www.councilofnonprofits.org/resources/resources-topic/fundraising/accountability-practices-fundraising</a></p>  |
| <p><b>Grants</b></p> <p><i>This is not an exhaustive list. It is meant to provide an example of grants available. Some grants may be regional or state limited. Some grants may be available for urban farming, while others may be available for community gardens.</i></p> | <p>USDA Grants available for Farmer’s Markets, Farming, Agriculture</p> <p><a href="http://www.usda.gov/wps/portal/usda/usdahome?navid=GRANTS_LOANS">http://www.usda.gov/wps/portal/usda/usdahome?navid=GRANTS_LOANS</a></p> <p><a href="http://afsic.nal.usda.gov/farms-and-community/grants-and-loans-farmers">http://afsic.nal.usda.gov/farms-and-community/grants-and-loans-farmers</a></p> <p>USDA National Institute of Food and Agriculture information – including grant opportunities.</p> |
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|---|--|
|   | <p><a href="http://nifa.usda.gov/funding/cfp/cfp.html">http://nifa.usda.gov/funding/cfp/cfp.html</a></p> <p>American Community Gardening Association – Grant listings</p> <p><a href="https://communitygarden.org/resources/funding-opportunities/">https://communitygarden.org/resources/funding-opportunities/</a></p> <p>America in Bloom – Grant opportunities list</p> <p><a href="http://www.americainbloom.org/resources/Grant-Opportunities.aspx">http://www.americainbloom.org/resources/Grant-Opportunities.aspx</a></p> <p>Kitchen Gardeners International Grants</p> <p><a href="http://kgi.org/grants">http://kgi.org/grants</a></p> <p>Fiskars Project Orange Thumb – Community Garden Grant information.</p> <p><a href="http://www2.fiskars.com/Community/Project-Orange-Thumb">http://www2.fiskars.com/Community/Project-Orange-Thumb</a></p> |
| <p><b><i>Community Garden Start-Up Kits &amp; Umbrella Resources</i></b></p>  |  |
| <p>American Community Gardening Association</p> <p>Membership organization. Some free publications. Membership benefits include access:</p> <ul style="list-style-type: none"> <li>• Liability insurance options, including packages for board member liability insurance</li> <li>• Equipment breakdown insurance</li> <li>• Access to grants</li> <li>• Sample land contracts</li> <li>• Sample garden rules contracts</li> </ul> | <p><a href="http://www.communitygarden.org">www.communitygarden.org</a></p>  |

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|--|---|
| <p>Wasatch Community Gardens publication on Community Gardens</p> <p><i>From Neglected Parcels to Community Gardens: A Handbook</i></p> <p>Resources on site options, land-use requests, fundraising, coordination and planning.</p>               | <p><a href="http://wasatchgardens.org/files/images/FromNeglectedParcelsToCommunityGardens.PDF">http://wasatchgardens.org/files/images/FromNeglectedParcelsToCommunityGardens.PDF</a></p>  |
| <p>The City of Seattle resources for homeowners to create gardens in the parking strip between the sidewalk and road. Can be useful for amending other city ordinances or adapting gardening to residential parking strips across the country.</p> | <p><a href="http://www.seattle.gov/util/EnvironmentConservation/MyLawnGarden/FoodGardening/PlantingStrips/index.htm">http://www.seattle.gov/util/EnvironmentConservation/MyLawnGarden/FoodGardening/PlantingStrips/index.htm</a></p>  |
| <p><b><i>Gardening Techniques</i></b></p>  |   |
| <p>Arid region or water issues</p>   | <p>Keyhole Gardens, water saving, permaculture practice developed in Africa – Texas Co-op Power Magazine informational article.</p> <p><a href="http://www.texascooppower.com/texas-stories/nature-outdoors/keyhole-gardening">http://www.texascooppower.com/texas-stories/nature-outdoors/keyhole-gardening</a></p> <p>Examples of Key Hole Gardens in their origin, Africa and the Save a Cow organization, from green inspiration.</p> <p><a href="http://www.inspirationgreen.com/keyhole-gardens.html">http://www.inspirationgreen.com/keyhole-gardens.html</a></p> <p>Field Guide to building Keyhole Gardens by Debbie Tolman, Ph.D</p> <p><a href="http://www.debtolman.com/FieldGuide.pdf">http://www.debtolman.com/FieldGuide.pdf</a></p> |
| <p>Cold Climates</p>   | <p><i>Gardening with Cold Frames</i>: Article by Mother Earth News.</p> <p><a href="http://www.motherearthnews.com/organic-gardening/garden-with-cold-frames.aspx#axzz2xa4XIsbk">http://www.motherearthnews.com/organic-gardening/garden-with-cold-frames.aspx#axzz2xa4XIsbk</a></p> <p><i>Low Cost, Versatile Hoop Houses</i>: Article by Mother Earth News</p>  |



<http://www.motherearthnews.com/organic-gardening/hoop-houses.aspx#axzz2xa4Xlsbk>

The National Gardening Association, Article: *All About Cloches*

<http://www.garden.org/subchannels/edibles/veggies?q=show&id=546>

## Appendix B – Organizations Invited to Participate in the Survey

| Organizations |   | City         | State | Email  |
|---------------|---|--------------|-------|--|
| 1             | Community Garden Coalition for Birmingham     | Birmingham   | AL    | <a href="mailto:info@cgcbham.org">info@cgcbham.org</a>                                   |
| 2             | EAT South                                     | Montgomery   | AL    | <a href="mailto:info@eatsouth.org">info@eatsouth.org</a>                                 |
| 3             | Tennessee Valley Community Garden Association | Huntsville   | AL    | <a href="mailto:alicebevans@gmail.com">alicebevans@gmail.com</a>                         |
| 4             | Jones Valley Teaching Farm                    | Birmingham   | AL    | <a href="mailto:chris@jvtf.org">chris@jvtf.org</a>                                       |
| 5             | Alabama Sustainable Agriculture Network       | Montgomery   | AL    | <a href="mailto:info@asanonline.org">info@asanonline.org</a>                             |
| 6             | Aunt Katie's Community Garden                 | Dothan       | AL    | <a href="mailto:info@dife.us">info@dife.us</a>   |
| 7             | Deep Roots of Alabama                         | Huntsville   | AL    | <a href="mailto:wendypayne@deeprootofal.org">wendypayne@deeprootofal.org</a>             |
| 8             | Dunbar Community Garden                       | Little Rock  | AR    | <a href="mailto:dunbarcommunitygarden@gmail.com">dunbarcommunitygarden@gmail.com</a>     |
| 9             | Arkansas Local Food Network                   | Little Rock  | AR    | <a href="mailto:ARLocalFoodNetwork@gmail.com">ARLocalFoodNetwork@gmail.com</a>           |
| 10            | City Slicker Farms                            | Oakland      | CA    | <a href="mailto:info@cityslickerfarms.org">info@cityslickerfarms.org</a>                 |
| 11            | L.A. Green Grounds                            | Los Angeles  | CA    | <a href="mailto:lagreengrounds@gmail.com">lagreengrounds@gmail.com</a>                   |
| 12            | Project New Village                           | San Diego    | CA    | <a href="mailto:ndm@projectnewvillage.org">ndm@projectnewvillage.org</a>                 |
| 13            | Linda Vista Community Garden at Bayside       | San Diego    | CA    | <a href="mailto:jpezzoli@theglobalarc.org">jpezzoli@theglobalarc.org</a>                 |
| 14            | The Homeless Garden Project                   | Santa Cruz   | CA    | <a href="mailto:darrieg@homelessgardenproject.org">darrieg@homelessgardenproject.org</a> |
| 15            | Community Harvest Network                     | New London   | CT    | <a href="mailto:ECTCGA@gmail.com">ECTCGA@gmail.com</a>                                   |
| 16            | F.R.E.S.H. New London                         | New London   | CT    | <a href="mailto:freshnewlondon@hotmail.com">freshnewlondon@hotmail.com</a>               |
| 17            | Wholesome Wave                                | Bridgeport   | CT    | <a href="mailto:nfo@wholesomewave.org">nfo@wholesomewave.org</a>                         |
| 18            | Common Good City Farm                         | Washington   | DC    | <a href="mailto:rachael@commongoodcityfarm.org">rachael@commongoodcityfarm.org</a>       |
| 19            | City Blossoms                                 | Washington   | DC    | <a href="mailto:Lola@cityblossoms.org">Lola@cityblossoms.org</a>                         |
| 20            | Capitol Hill Community Garden Land Trust      | Washington   | DC    | <a href="mailto:marchplanter@gmail.com">marchplanter@gmail.com</a>                       |
| 21            | Growing Home                                  | Chicago      | IL    | <a href="mailto:info@growinghomeinc.org">info@growinghomeinc.org</a>                     |
| 22            | Peterson Garden Project                       | Chicago      | IL    | <a href="mailto:lamanda@persongarden.org">lamanda@persongarden.org</a>                   |
| 23            | The Yellow Tractor Project                    | Chicago      | IL    | <a href="mailto:wendy@ytproject.com">wendy@ytproject.com</a>                             |
| 24            | Cultivate Kansas City                         | Kansas City  | KS    | <a href="mailto:info@cultivatekc.org">info@cultivatekc.org</a>                           |
| 25            | Nuestras Raices                               | Holyoke      | MA    | <a href="mailto:hroque@nuestras-raices.org">hroque@nuestras-raices.org</a>               |
| 26            | Dudley Street Neighborhood Initiative         | Boston       | MA    | <a href="mailto:urbanvillage@dsni.org">urbanvillage@dsni.org</a>                         |
| 27            | The Food Project                              | Boston       | MA    | <a href="mailto:schambers@thefoodproject.org">schambers@thefoodproject.org</a>           |
| 28            | Detroit Black Community Food Security Network | Detroit      | MI    | <a href="mailto:info@detroitblackfoodsecurity.org">info@detroitblackfoodsecurity.org</a> |
| 29            | Greening of Detroit                           | Detroit      | MI    | <a href="mailto:rebecca@greeningofdetroit.com">rebecca@greeningofdetroit.com</a>         |
| 30            | Sprout Urban Farms                            | Battle Creek | MI    | <a href="mailto:sproutbc@gmail.com">sproutbc@gmail.com</a>                               |

| Organizations |   | City           | State | Email  |
|---------------|---|----------------|-------|--|
| 31            | Mississippi Sustainable Agriculture Network | Oxford         | MS    | <a href="mailto:info.msan@gmail.com">info.msan@gmail.com</a>                               |
| 32            | Added Value                                 | Brooklyn       | NY    | <a href="mailto:imarvy@added-value.org">imarvy@added-value.org</a>                         |
| 33            | The Greenhorns                              | Hudson         | NY    | <a href="mailto:farmer@thegreenhorns.net">farmer@thegreenhorns.net</a>                     |
| 34            | Cleveland Neighborhood Progress             | Cleveland      | OH    | <a href="mailto:jratner@npi-cle.org">jratner@npi-cle.org</a>                               |
| 35            | American Community Gardening Association    | Columbus       | OH    | <a href="mailto:info@communitygarden.org">info@communitygarden.org</a>                     |
| 36            | Global Gardens                              | Tulsa          | OK    | <a href="mailto:heather@global-gardens.org">heather@global-gardens.org</a>                 |
| 37            | Village gardens (Janus Youth)               | Portland       | OR    | <a href="mailto:abaker@janusyouth.org">abaker@janusyouth.org</a>                           |
| 38            | GreensGrow Farms                            | Philadelphia   | PA    | <a href="mailto:info@greensgrow.org">info@greensgrow.org</a>                               |
| 39            | The Food Trust                              | Philadelphia   | PA    | <a href="mailto:contact@thefoodtrust.org">contact@thefoodtrust.org</a>                     |
| 40            | Thomas & Wells Community Garden             | Memphis        | TN    | <a href="mailto:jmareese@gmail.com">jmareese@gmail.com</a>                                 |
| 41            | GrowMemphis                                 | Memphis        | TN    | <a href="mailto:carole@growmemphis.org">carole@growmemphis.org</a>                         |
| 42            | The Nashville Food Project                  | Nashville      | TN    | <a href="mailto:nathan@thenashvillefoodproject.org">nathan@thenashvillefoodproject.org</a> |
| 43            | Plant it Forward Farms                      | Bellaire       | TX    | <a href="mailto:Teresa@Plant-It-Forward.org">Teresa@Plant-It-Forward.org</a>               |
| 44            | Austin Sustainable Food Center              | Austin         | TX    | <a href="mailto:ronda@sustainablefoodcenter.org">ronda@sustainablefoodcenter.org</a>       |
| 45            | Urban Harvest                               | Houston        | TX    | <a href="mailto:sandra@urbanharvest.org">sandra@urbanharvest.org</a>                       |
| 46            | Promise of Peace                            | Dallas         | TX    | <a href="mailto:ejdry54@yahoo.com">ejdry54@yahoo.com</a>                                   |
| 47            | The HOPE Community Farm                     | Austin         | TX    | <a href="mailto:farm@hopecampaign.org">farm@hopecampaign.org</a>                           |
| 48            | The Green Urban Lunch Box                   | Salt Lake City | UT    | <a href="mailto:volkerspizza@gmail.com">volkerspizza@gmail.com</a>                         |
| 49            | Beacon Food Forest                          | Seattle        | WA    | <a href="mailto:j.cramer@beaconfoodforest.org">j.cramer@beaconfoodforest.org</a>           |

## Appendix C – Survey

| <b>Legal Considerations</b>  |            |
|--|------------|
| 1. Should organizations that wish to participate in community-based agriculture (i.e. community gardens, urban farms) create a legal nonprofit entity? | Yes/No     |
| 2. If the answer is no, what are the defining characteristics of an organization that should not create a legal nonprofit entity?                      | Open-ended |
| 3. If the answer is yes, what are the defining characteristics of an organization that should create a legal nonprofit entity?                         | Open-ended |
| 4. Organizations should seek IRS 501(c)(3) tax-exempt status.  | Yes/No     |
| 5. Organizations should register with state regulators governing the state in which they intend to operate.  | Yes/No     |
| 6. Organizations should register with local governmental agencies.   | Yes/No     |
| 7. Organizations should have an appointed Board of Directors   | Yes/No     |
| 8. Organizations should recruit board members from the communities they serve.   | Yes/No     |
| 9. Organization should develop Bylaws.   | Yes/No     |
| 10. The Bylaws should clearly detail the organization’s mission.   | Yes/No     |
| 11. The Bylaws should articulate organizational programs.  | Yes/No     |
| 12. The Bylaws should include funding plans.   | Yes/No     |
| 13. The Bylaws should be voted on by the Board of Directors.   | Yes/No     |
| 14. The Bylaws should be revisited every 3-5 years.  | Yes/No     |
| 15. What other legal issues need to be taken into consideration?   | Open-ended |
| <b>Volunteers</b>  |            |
| 16. Organizations should recruit volunteers to assist in carrying out organizational goals.  | Yes/No     |
| 17. Organizations should provide paid staff to organize and manage volunteers.   | Yes/No     |
| 18. Organizations should host recognition ceremonies for volunteers.   | Yes/No     |
| 19. List 3 ways you think best support and recognize volunteers.   | Open-ended |
| 20. List 3 ways in which organizations can manage volunteers effectively.  | Open-ended |
| <b>Marketing</b>   |            |
| 21. Organizations should conduct door-to-door surveys community residents to determine community needs.  | Yes/No     |
| 22. Organizations should hold community meetings.  | Yes/No     |
| 23. Organizations should develop interactive websites.   | Yes/No     |
| 24. Organizations should use social media to promote their mission.  | Yes/No     |

|  |            |
|--|------------|
| 25. Organizations should recognize staff and volunteer achievement on websites and their social media platforms.                             | Yes/No     |
| 26. Organizations should thank donors.   | Yes/No     |
| 27. List 3 additional ways to market the organization.   | Open-Ended |
| <b>Program Development</b>   |            |
| 28. Programs should closely align with organizations' mission.   | Yes/No     |
| 29. Organizations should develop a program for community garden installation, development and maintenance.                                   | Yes/No     |
| 30. Organizations should develop a program sending volunteer teams to homes to install backyard gardens.                                     | Yes/No     |
| 31. Organizations should develop a program to promote and provide garden education.  | Yes/No     |
| 32. Organizations should develop a program to promote nutrition.   | Yes/No     |
| 33. Organizations should have a program to promote cooking skills.   | Yes/No     |
| 34. List 3 additional programs that you believe is most important to promote community-based agriculture.                                    | Open-ended |
| <b>Funding</b>   |            |
| 35. Organizations should seek government grants.   | Yes/No     |
| 36. Organizations should seek private foundation grants.   | Yes/No     |
| 37. Organizations should develop a loyal base of private donors.   | Yes/No     |
| 38. Organizations should use crowdfunding platforms such as Kickstarter to fund individual large projects.                                   | Yes/No     |
| 39. Organizations should seek in-kind donations for gardening supplies from community garden businesses.                                     | Yes/No     |
| 40. Organizations should establish farmer's markets.   | Yes/No     |
| 41. What other funding opportunities should organizations utilize?   | Open-ended |
| <b>Collaboration</b>   |            |
| 42. Organizations should partner with community development organizations.   | Yes/No     |
| 43. Organizations should partner with Universities to develop and administer gardening education.  | Yes/No     |
| 44. Organizations should partner with master gardener programs to develop and deliver gardening education programs.                          |            |
| 45. Organizations should partner with local businesses to host events, such 5k races, to raise visibility of the organization.               | Yes/No     |
| 46. Organizations should partner with local churches for community garden locations.   | Yes/No     |
| 47. Organizations should partner with local governments to locate community gardens in public parks, at public libraries and public clinics. | Yes/No     |
| 48. List 3 additional opportunities for government, private and organizational partnerships.   | Open-ended |

| <b>Obstacles</b>   |            |
|--|------------|
| 49. Organizations should advocate to local governments to redevelop vacant lots in low-income neighborhoods into green spaces and community gardens                | Yes/No     |
| 50. Organizations should work with vacant lot owners to lease lots for community gardens.  | Yes/No     |
| 51. Organizations should seek eminent domain over tax-delinquent lot owners in order to redevelop into green spaces and community gardens.                         | Yes/No     |
| 52. List additional ways organizations can obtain land for community-based agriculture projects.   | Yes/No     |
| 53. Organizations should test soil for contaminants before establishing a community garden on a vacant lot.  | Yes/No     |
| 54. Organizations should consider using raised garden beds in vacant urban lots to prevent soil contamination.   | Yes/No     |
| 55. If not using raised beds, organizations should restore soil through compost amendments before establishing a community garden in a vacant lot.                 | Yes/No     |
| 56. List 3 additional options for revitalizing contaminated potential garden locations.  | Open-ended |
| 57. Organizations should understand their city's urban farm ordinance.   | Yes/No     |
| 58. Organizations should collaborate with local governments to ease urban farm restrictions  | Yes/No     |
| 59. Organizations should understand the city's land-use ordinances and zoning ordinances before establishing a community garden or transforming a lawn to garden.  | Yes/No     |
| 60. To encourage urban farming and urban gardening, organizations should collaborate with local governments to ease zoning restrictions and land-use restrictions. | Yes/No     |
| 61. Community gardens should be established in locations with access to water.   | Yes/No     |
| 62. Gardens in arid climates should utilize modern water-saving permaculture techniques such as the "key-hole" garden.   | Yes/No     |
| 63. List 3 options to overcome gardening in lots with limited or no water access.  | Open-ended |
| 64. Organizations in cold climates with short growing seasons should consider building a greenhouse for year-round food production.                                | Yes/No     |
| 65. List 3 alternatives to greenhouses that allow gardening in cold climates.  | Open-ended |
| 66. List additional obstacles that might affect organizations' ability to function.  | Open-ended |
| <b>Product and Delivery Systems</b>  |            |
| 67. Organizations should consider programs to convert lawns in low-income neighborhoods into edible gardens.   | Yes/No     |
| 68. Organizations should partner with schools to build gardens for outdoor classrooms.   | Yes/No     |

|  |            |
|--|------------|
| 69. Organizations should assess the community to determine whether community gardens should be cooperative.                      | Yes/No     |
| 70. Organizations should assess the community to determine whether a community garden should have individual allotments.         | Yes/No     |
| 71. Organizations should establish market gardens to sell produce directly to the public at Farmer's Markets.                    | Yes/No     |
| <b>Demographics</b>  |            |
| 72. Explain any additional problems your organization has encountered but is not listed here and how those problems were solved. | Open-ended |
| 73. Is the organization a 501(c)(3)?   | Yes/No     |
| 74. How long has the organization been in existence?   | Open-ended |
| 75. How many community gardens does the organization maintain? How big are the community gardens?                                | Open-ended |
| 76. How many urban farms does the organization maintain? How big are the urban farms?  | Open-ended |
| 77. How many backyard gardens does the organization install in a year?   | Open-ended |
| 78. How many farmers markets does the organization maintain? How many vendors sell at the markets?                               | Open-ended |

## Appendix D – Most Common Responses to Open-Ended Survey Questions

### *Legal Considerations*

Question 1 - What are the defining characteristics of an organization that should not create a legal nonprofit entity?

| Most responses included one or more of the following answers. | Number of responses for this question | Number of responses that included this answer | Percent of responses that included this answer |
|---|---------------------------------------|---|--|
| Teams with umbrella organization                              | 7                                     | 2   | 29%  |
| Is a for-profit incubation organization                       | 7                                     | 2   | 29%  |
| Limited Resources   | 7                                     | 2   | 29%  |
| Maintaining limited scope                                     | 7                                     | 3   | 42%  |

Question 2 - What are the defining characteristics of an organization that should create a legal nonprofit entity?

| Most responses included one or more of the following answers.   | Number of responses for this question | Number of responses that included this answer | Percent of responses that included this answer |
|---|---------------------------------------|---|--|
| Defined mission and vision, including stakeholder roles, large scope, policy shaping and sustainability | 12                                    | 4   | 33%  |
| Supporters not motivated by profit  | 12                                    | 2   | 17%  |
| Community partners (Collaboration)  | 12                                    | 1   | 8%   |
| Fundraising   | 12                                    | 3   | 25%  |
| Unfulfilled need  | 12                                    | 1   | 8%   |
| Legal protection  | 12                                    | 1   | 8%   |



Question 3 - What other legal issues need to be taken into consideration?

| Most responses included one or more of the following answers.                           | Number of responses for this question | Number of responses that included this answer | Percent of responses that included this answer |
|---|---------------------------------------|---|--|
| Liability insurance   | 11                                    | 5   | 45%  |
| Food safety regulations/certification   | 11                                    | 3   | 27%  |
| Organizational policy (ethics, roles, operations, human resources, attorney, exit plan) | 11                                    | 4   | 36%  |
| Land acquisition  | 11                                    | 2   | 18%  |
| Membership voice  | 11                                    | 1   | 9%   |
| Waste fees/Water use regulations  | 11                                    | 1   | 9%   |

*Volunteers*

Question 4 - List three ways in which organizations can manage volunteers effectively

| Most responses included one or more of the following answers.  | Number of responses for this question | Number of responses that included this answer | Percent of responses that included this answer |
|--|---------------------------------------|---|--|
| Professional management by staff/board; includes recruitment and scheduling; duty design, and training | 14                                    | 11  | 79%  |
| Communication (feedback)   | 14                                    | 8   | 57%  |
| Rewards  | 14                                    | 3   | 21%  |
| Agency (stake in organization)   | 14                                    | 1   | 7%   |

Question 5 - List three ways in which organizations can support and recognize volunteers effectively

| Most responses included one or more of the following answers.  | Number of responses for this question | Number of responses that included this answer | Percent of responses that included this answer |
|--|---------------------------------------|---|--|
| Public recognition (social media, website, spotlights, press releases)   | 15                                    | 12  | 80%  |
| Rewards - access to events organizational events, garden recognition, certificates, special events for volunteers such as lectures or field trips, small gifts | 15                                    | 11  | 73%  |
| Agency in the organization   | 15                                    | 5   | 33%  |
| Communication (feedback)   | 15                                    | 3   | 20%  |

## Marketing

Question 6- List 3 additional ways to market the organization

| Most responses included one or more of the following answers.                         | Number of responses for this question | Number of responses that included this answer | Percent of responses that included this answer |
|---|---------------------------------------|---|--|
| Community partners  | 12                                    | 3   | 25%  |
| Owned media - website, social media, blog   | 12                                    | 3   | 25%  |
| Paid media – ads – print, radio, TV   | 12                                    | 1   | 8%   |
| Earned media – word of mouth  | 12                                    | 4   | 33%  |
| Community engagement through events - presentations, health fairs, fundraising events | 12                                    | 9   | 75%  |

### *Program Development*

Question 7 - List 3 additional programs you believe is most important to promote community-based agriculture for food security

| Most responses included one or more of the following answers.                     | Number of responses for this question | Number of responses that included this answer | Percent of responses that included this answer |
|---|---------------------------------------|---|--|
| Economic development programs including food markets, farmer's markets, food hubs | 14                                    | 3   | 21%  |
| Programs should be determined by the community                                    | 14                                    | 6   | 43%  |
| Advocacy - food education and policy  | 14                                    | 2   | 14%  |
| Children and youth programs   | 14                                    | 3   | 21%  |
| Land acquisitions   | 14                                    | 1   | 7%   |
| Permaculture  | 14                                    | 1   | 7%   |

## *Funding*

Question 8 - What other funding opportunities should organizations utilize?

| Most responses included one or more of the following answers.                         | Number of responses for this question | Number of responses that included this answer | Percent of responses that included this answer |
|---|---------------------------------------|---|--|
| Events  | 11                                    | 2   | 18%  |
| Corporate donations (i.e. health insurance company, public health organizations, etc) | 11                                    | 1   | 9%   |
| Social enterprise - produce, plant sales, seed sells, location for events             | 11                                    | 5   | 45%  |

## *Collaboration*

Question 9 - List 3 additional opportunities for government, private and organizational partnerships

| Most responses included one or more of the following answers. | Number of responses for this question | Number of responses that included this answer | Percent of responses that included this answer |
|---|---------------------------------------|---|--|
| Land trusts   | 7                                     | 1   | 14%  |
| Hunger relief agencies  | 7                                     | 1   | 14%  |
| Churches  | 7                                     | 1   | 14%  |
| Food policy councils  | 7                                     | 2   | 29%  |
| None  | 7                                     | 2   | 29%  |

## Obstacles

Question 10 - List additional ways organizations can obtain land for community-based agriculture projects (i.e urban farms, community gardens, backyard, or lawn-to-garden)

| Most responses included one or more of the following answers.                                 | Number of responses for this question | Number of responses that included this answer | Percent of responses that included this answer |
|---|---------------------------------------|---|--|
| Schools and churches  | 8                                     | 5   | 63%  |
| Right of way or utility easements   | 8                                     | 2   | 25%  |
| Large neighborhood yards  | 8                                     | 1   | 13%  |
| Land trusts   | 8                                     | 1   | 13%  |
| Guerilla gardening (gardening on vacant or unused land without express permission from owner) | 8                                     | 1   | 13%  |

Question 11 - List 3 additional options for revitalizing contaminated potential garden locations

| Most responses included one or more of the following answers.  | Number of responses for this question | Number of responses that included this answer | Percent of responses that included this answer |
|--|---------------------------------------|---|--|
| Hydroponics (gardening in water, not soil)                     | 4                                     | 1   | 25%  |
| Cover crop that leaches contaminants from soil                 | 4                                     | 1   | 25%  |
| Synthetic barrier between contaminated soil and added top soil | 4                                     | 1   | 25%  |
| Replacing top soil   | 4                                     | 2   | 50%  |
| Lasagna gardening  | 4                                     | 1   | 25%  |

Question 12 - List 3 options to overcome gardening in lots with limited or no water access

| Most responses included one or more of the following answers. | Number of responses for this question | Number of responses that included this answer | Percent of responses that included this answer |
|---|---------------------------------------|---|--|
| Rainwater catchment   | 9                                     | 6   | 67%  |
| Don't use site  | 9                                     | 2   | 22%  |
| City cooperation to re-access water                           | 9                                     | 2   | 22%  |
| Permaculture  | 9                                     | 1   | 11%  |
| Neighbor cooperation (if they have water)                     | 9                                     | 1   | 11%  |

Question 13 - List 3 alternatives to greenhouses that allow gardening in cold climates

| Most responses included one or more of the following answers. | Number of responses for this question | Number of responses that included this answer | Percent of responses that included this answer |
|---|---------------------------------------|---|--|
| Cold frames (includes hoop houses, cloches and boxes)         | 4                                     | 4   | 100%   |

Question 14 - List additional obstacles that might affect organizations ability to function

| Most responses included one or more of the following answers. | Number of responses for this question | Number of responses that included this answer | Percent of responses that included this answer |
|---|---------------------------------------|---|--|
| Lack of community buy-in                                      | 4                                     | 1   | 25%  |
| Developers  | 4                                     | 1   | 25%  |
| Too much competition for nonprofit resources                  | 4                                     | 1   | 25%  |
| Lack of funding and staff                                     | 4                                     | 1   | 25%  |

## Appendix E – Answers to Open-Ended Survey Questions

| Legal Considerations   |
|--|
| <p><b>If the answer is no, what are the defining characteristics of an organization that should not create a legal nonprofit entity?</b></p> <ol style="list-style-type: none"> <li>1. No, if another organization with a comparable mission already exists and would be willing to house the community ag effort, or if the entity will be involved in commercial or for-profit activities like market gardening with less of a focus on educational and service opportunities.</li> <li>2. I don't think this is an all or nothing question. Depending on the purpose of the garden, it may be all volunteer led bringing the community together, a nonprofit entity would not be needed. Also an urban farm may be a "for-profit" entity creating incubation for other small farmers.</li> <li>3. Question 1 isn't a great question. Community gardens should perhaps create a legal entity to provide legal protection for the members and carry insurance or other "corporate" issues. A farm (rural or urban) needs to be sustainable, a real business, not reliant on charity and should not be nonprofit. An educational "play farm" might be a nonprofit.</li> <li>4. No money to spend on that.</li> <li>5. Urban Farm Incubator programs, churches, public schools or institutions, private schools or institutions.</li> <li>6. I think they should only create a legal nonprofit if they are taking in significant monetary donations or wish to receive grant assistance.</li> <li>7. Why nonprofit? It was to grow its own food- establishing a legal for-profit or nonprofit is about protecting its resources. Much of our community based agriculture startups don't have resources that need protecting nor sufficient resources to expend to incorporate.</li> </ol> |
| <p><b>If the answer is yes, what are the defining characteristics of an organization that should create a legal nonprofit entity?</b></p> <ol style="list-style-type: none"> <li>1. Have a defined mission and vision which derives the outreach and the sustainability of the enterprise. This characteristic will support the effort to build a board which strives to carry out a much needed strategic long term plan. Small plans result in small impact.</li> <li>2. I answered yes only because there wasn't a middle of the road response. I think it completely depends on the business model. Also a mix of nonprofit and for-profit entities in a community is stronger.</li> <li>3. Have a large group of supporters that are not primarily motivated by profit.</li> <li>4. The establishment of community partners and efforts to raise funds from community investor necessitate incorporation as a nonprofit entity.</li> <li>5. If no other organization exists in the community, or if independent fundraising will be necessary.</li> </ol>   |



6. The scope of our work is large enough that it requires seeking funding from a variety of sources – private and family foundations, companies, faith communities, and individuals who may be compelled to give more with tax-deductibility.
7. Roles for stakeholder (i.e. gardeners, farms), way in which to inform government entities who create and execute policy.
8. See above, and Question 4 is “it depends”.
9. Nonbiased, not concerned with earning money.
10. To protect themselves from legal liabilities inherent with the FSMA regulations which will tighten over time.
11. Community engagement, diversity commitment.
12. Not every garden needs to be a legal nonprofit but an “umbrella” organization working with gardens should.

**What other legal issues need to be taken into consideration?**

1. There is a real need to have some general liability insurance in place to protect the organization.
2. If dealing with food, how to be regulated.
3. Liability and insurance, human resources, operations policies.
4. Nonprofit organizations should purchase adequate insurance policies for directors, officers, employees and liability for all programs.
5. Code of ethics for employees and board that clearly define roles and relationships between the two entities. Often with nonprofits, everyone is passionate about the cause which can cause them to act in irrational ways at best and destructive ways at worst.
6. Depends on the situation. Does the org own the land? Insurance? Certifying agencies needed? Food safety, GAP, Organic?
7. The membership should vote on Bylaws, etc.
8. Property ownership, zoning ordinances, ordinances with code enforcement concerning composting, mulch, plant height; sometimes a garden can look like an unkept yard. Water source and use, trash/waste pick up fees.
9. Product liabilities insurance, general liability insurance, food safety plans.
10. Have an attorney review your 1023 before submitting to IRS to avoid having it returned and delaying the process.
11. What happens to money if organization disbands.

**Volunteers**

**List 3 ways in which organizations can manage volunteers effectively**

1. Have one person who works at recruitment and scheduling; Work with partners, Seek feedback constantly.
2. Create a transparent and constant form of communication, Create different tiers or ways volunteers can participate in programming from very laid-back to more responsibility-heavy options
3. let them know what they accomplished, provide them rewards, give them agency

4. Hiring a staff member specifically for volunteers if necessary. Offer volunteers the opportunity to provide feedback and assessment of the programs in which they volunteer. Occasionally include volunteers in staff meetings in which volunteers are relevant.
5. Be organized, provide hands-on opportunities that directly engage with the mission of the organization, set good parameters for what the organization needs (ie - don't allow more people to sign up for an opportunity than you need, set reasonable age limits on certain activities)
6. Create a "job description" for each volunteer role. Educate volunteers on the organization, the program, and its goals. Follow-up with volunteers to see if things are working out for them.
7. 1) Encourage and empower volunteers with appropriate responsibilities. 2) Be clear and concise with volunteer expectations and responsibilities. 3) Don't over promise and under-deliver (i.e. it's not that hard of a job to volunteer for; and then the responsibilities are overwhelming)
8. recruit, train and recognize
9. Have them make greater input into e.g., bylaws, etc. Have their goals be recognized and attained.
10. Clear communication, phone calls, emails, and most importantly face to face conversations. Online tools and resources for managing volunteers
11. Let volunteers know what to expect when volunteering, organize tasks clearly, be open to questions and comments from volunteers, work with volunteers to provide an example
12. Online project management tools, Social Media, One on One communication
13. 1- offer a volunteer training, 2 - create a volunteer e-mail list to contact volunteers regularly, 3 - ask for volunteer feedback after each season
14. good communication, good communication, good communication

**List 3 ways you think best support and recognize volunteers.**

1. Cover their involvement on social media, Take pictures, Reach out to the media
2. Celebrations where they receive public recognition, Special "thank you" events just for on-going volunteers. Events could be celebrations or lectures, field trips, experiences, etc they would enjoy, - create a volunteer structure that allows participants to grow within the organization and to help them set goals for their work
3. let them know what they accomplished, provide them rewards, give them agency
4. Offer volunteers access to events, Offer free or discounted produce, Treat volunteers as part of the larger organizational staff
5. Spotighting volunteers, noting (with their consent) volunteer efforts on social media sites, give volunteer leaders increased responsibility
6. Programs should include opportunities for Board, Staff, and volunteers to interact in a celebratory way. There should be a user friendly way for volunteers to get involved; however, this should include some kind of litmus test to see if the volunteer is actually serious so that resources can be utilized appropriately. Opportunities for volunteers to give feedback.

7. 1) Public and garden recognition, 2) Provide continued education in support of volunteers, 3) Provide positive recognition to peers and peer organizations on behalf of volunteers
8. Everyone likes their name in the paper, produce from the farm? unless it is being grown for charity, Tshirts/other memorabilia
9. Get together with speeches recognizing, Certificates, announcements in multiple media (press releases and social media)
10. public recognition, social media and print media articles and posts, the annual golden trowel award, potluck dinners in the garden, gifts of garden bounty
11. incentives, gratitude, stake hold in community; recognizing commitment with spotlight in newsletter etc., showing the benefit to whatever cause made by volunteering
12. Help them feel useful by providing real work to do., Communication with the volunteers, Thank volunteers publicly
13. constant thank yous and reinforcement of their value plus small gifts at various time, recognition to others for what they are doing
14. Do a volunteer spotlight, Offer volunteer thank-you events, Have those served for the volunteers right personal thank you notes.
15. feed them, recognition through awards and acknowledgement, support them as they achieve their own goals

### **Marketing**

#### **List 3 additional ways to market the organization.**

1. Participate with other organizations with common interests, Get to know local media. Develop a calendar of events and encourage the community as a whole to participate
2. find target markets, use university students
3. Some of the "should" answers here aren't as simple as should or shouldn't. Organizations that are more community-service oriented could have more direct community engagement, but more program-oriented organizations may shift their focus to connecting investors with their programmatic mission.
4. public speaking, seek support of faith communities, hold strong fundraising events
5. Social media is free and effective--everyone should use it. However, only use what you can keep up with—having a bunch of media platforms isn't useful if the organization does not have the resources to keep up with it. Give gardens, farms, etc. the resources they need to market themselves. Marketing is an important expense that should be budgeted into grants.
6. 1) Attend public health fairs, 2) Recruit health professionals in your community to help with message, 3) Recruit great vocal board members
7. word of mouth, paid advertising, print media/marketing
8. Why need market until fundraising? As long as meeting needs of membership no marketing required. You are confusing community org.s with corporations - very common recently.
9. Facebook, Twitter, Website, through collaborative community partners, print media, flyers, radio, farmers markets, tabling events.
10. Social Media, Earned Media, Presentations to other community organizations

11. connect through nearby organizations/churches/schools/businesses
12. word of mouth, do good things - help others be successful, share information

**Program Development**

**List 3 additional programs that you believe are most important to promote community-based agriculture for food security.**

1. Include work with children, Partner with local cooperative extension system, Define a few key areas for advocacy and stay on the soap box (GMO, use of pesticides, sugar intake, or salt).
2. local food markets
3. Again, drawing a wide net and including every possible program that grows food access may be difficult. Our experience has been that increased focus produces more effective (and better assessed and improved) programs.
4. make sure you are working with groups who have interest in community-based ag, begin with buy-in from the community, give members as much choice in the who, what, where, etc. as possible.
5. First, it's important that the organization promote empowerment and community. Therefore the organization should give each community the resources they need to build their own garden, teach each other cooking skills and nutrition, etc, so that the experience is meaningful and relevant to them and creates community buy in. There should be a role for educating policy makers to the benefit of the organization and its mission. Salvaging useable land in an urban environment. Aggregation.
6. Community led programs (you must ask the community what they would like to learn)
7. let the people who live there do it.
8. Develop a program for volunteer teams to install backyard gardens in residential homes ONLY if that is part of mission. All of the above only if part of mission. If people just want to grow to have enough to eat and help each other grow that is fine.
9. a market resource like a farmers market
10. Different ways to address food need within a community, past ways food insecurity has been dealt with, history of community gardens, community outreach to address food insecurity issues and to get people involved
11. You have to go to the community and let them help plan, organize and develop programs that work for themselves. A program to plan.
12. programs for children, programs for family units in nutrition and cooking
13. Youth based programs, permaculture programs (chickens, etc.)
14. create food hubs, use renewable energy for supporting food related resiliency sites, economic development awareness programs for the business community to understand the value of local food systems

| <b>Funding</b>  |
|---|
| <b>What other funding opportunities should organizations utilize?</b>   |
| <ol style="list-style-type: none"> <li>1. CDBG, Encourage entrepreneurship, Sale value added products</li> <li>2. organizations should consider a social enterprise model and figure out what part of their programming can be money generating helping build a less dependent and more secure foundation</li> <li>3. rich people</li> <li>4. Engaging events, demonstrations, and opportunities for creative interaction with the organization can be huge for connecting an organization with positive experiences for donors and community investors.</li> <li>5. special events, churches</li> <br/> <li>6. Farmers Markets are at best a break even proposition for the organizations that run them. They should be established to further an organization's mission, not as a funding source in and of itself.</li> <li>7. Private donors, Health Insurance companies, Like private organizations that share same goals for sponsorship</li> <li>8. Ummm.. profit from sales perhaps?</li> <li>9. Not all have to be the same. If everyone contributes seed and time working that could be enough.</li> <li>10. Community Supported agriculture system</li> <li>11. Any and all, Always.</li> </ol> |
| <b>Collaboration</b>  |
| <b>List 3 additional opportunities for government, private and organizational partnerships.</b>   |
| <ol style="list-style-type: none"> <li>1. Access lots and building, Zoning for a more urban ag local environment, Possibly develop a land trust</li> <li>2. Hunger relief agencies, churches</li> <li>3. Be careful of flood plain land! Also be aware of land leased for a time from a corporate partner who may have future plans to develop it... could create bitter PR problems for both parties.</li> <li>4. Why are partnerships necessary?</li> <li>5. This is a comment. The use of the word "should" is why all the no answers. Many of those things would be good but they don't all have to be done.</li> <li>6. All of the above, add public schools - educate/teach healthy foods</li> </ol>  |
| <b>Obstacles</b>  |
| <b>List 3 additional ways organizations can obtain land for community-based agriculture projects (i.e. urban farms, community gardens, backyard or lawn-to-garden).</b>   |
| <ol style="list-style-type: none"> <li>1. Work with schools to turn unused land into community gardens managed by students and teachers.</li> <li>2. Public utility easements, churches, schools and ISDs, Flood Districts</li> <li>3. 1) Talk with landowners for leasing or donating land 2) Lease vacant lots in area</li> </ol>   |

4. Large yard neighbors donate space.
5. Guerrilla gardening, leasing through city or owner,
6. Land Trust organizations, Schools, Rights of Way
7. From businesses, churches
8. School land

**List 3 additional options for revitalizing contaminated potential garden locations**

1. Use a variation of raised bed designs, Vertical gardening, Hydroponics
2. Plant cover crop like rape or other greens crops I believe, absorb lead and other contaminants, harvest destroy and retest. Repeat, until levels fall.
3. Amending through biological methods, putting down a synthetic barrier (rubber mats, etc.) to prevent leakage, pulling out top soil and replacing; compost
4. Sheet composting, "lasagna gardening"

**List 3 options to overcome gardening in lots with limited or no water access.**

1. Food production gardens should always be built near water access. If there is any challenge getting water when necessary (ie. not enough rainfall or collection) a whole season of work can be severely diminished
2. Make use of rainwater collection. Better to create a sustainable system than a dependent one.
3. We built a water catchment system in one of our gardens to alleviate reliance upon city water.
4. Work with public utility, Water catchments
5. Shouldn't look at lots that don't have this, it's too much work
6. Large tanks, rain barrels, using neighboring spigots, re-accessing water pipes through city water supply
7. If there is no access, don't build a garden, Rain barrels, but they are not a consistent access, Permaculture practices
8. Rain barrels
9. Rain water catchment systems

**List 3 ways to effectively garden in arid climates.**

1. Good mulching, cover cropping, intensive planting
2. Use compost, develop your soil's resiliency
3. See above #53 Raw or passively treated Compost is now a food safety issue

**List 3 alternatives to greenhouses that allow gardening in cold climates.**

1. Hoop Houses
2. Cold frames, frost cloths, cloches
3. High Tunnel, Hoop house, Indoors with appropriate lighting
4. Cold frame

|  |
|--|
| <b>List additional obstacles that might affect organizations' ability to function.</b>   |
| <ol style="list-style-type: none"> <li>1. Developers</li> <li>2. Lack of funding, space, land, resources, volunteers and buy-in from the community</li> <li>3. Trying to be too much.</li> <li>4. Lack of staff, funding; lack of interest or community outreach</li> <li>5. Community participation, Lack of volunteers, It needs to be somebody's paid job to oversee and manage</li> <li>6. Too much competition for non-profit resources in a community</li> </ol>   |
| <b>Production and Delivery Systems</b>   |
| <b>List 3 additional ways for organizations to promote local gardening.</b>  |
| <ol style="list-style-type: none"> <li>1. Doing gardening. A group that wants to grow for themselves can do just that and not be forced to "promote" anything.</li> <li>2. Not if they receive tax monies and can use those funds to compete and under cut with private tax paying farmers</li> </ol>  |
| <b>Final and Demographic Questions</b>   |
| <b>Explain any additional problems your organization has encountered but is not listed here and how those problems were solved.</b>  |
| <ol style="list-style-type: none"> <li>1. You will folks in leadership role who just don't see the need and actively work against to idea of an urban ag project. You just have to go with flow knowing that time and community support is on your side.</li> <li>2. One issue we face is that we do not own any of the land we currently farm. We have excellent relationships with all the owners, but it keeps us in a vulnerable place, especially in relationship to planning for the future. So, it is a liability.</li> <li>3. Slow start, our state is leading in obesity and the community at-large does not embrace healthier education options.</li> <li>4. People harvesting crop/too much of before ready. Publicized on social media including educating.</li> </ol> |

Appendix F – Institutional Review Board Exemption Certificate



Institutional Review Board

Request For Exemption

# Certificate of Approval

Applicant: Sheri Hicks

Request Number : EXP2014Z247567C

Date of Approval: 01/27/14

A handwritten signature in cursive script, appearing to read "M. Blanda".

Assistant Vice President for Research  
and Federal Relations

A handwritten signature in cursive script, appearing to read "Jon Lane".

Chair, Institutional Review Board