



CITY OF SEATTLE
DEPARTMENT OF



**A STROLL IN THE GARDEN:
An Evaluation of the P-Patch Program
August 2009**

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EXECUTIVE SUMMARY

The City of Seattle's P-Patch program is one of the oldest and most successful community gardening programs in the nation. The **purpose** of the program is to support and promote community based organic urban agriculture and other greening opportunities that are culturally and neighborhood appropriate. The **goal** of the P-Patch Program is to build communities through gardening and to incorporate community gardens into the fabric of neighborhoods by breaking down urban isolation, providing restorative places and maximizing participation from all residents regardless of age, income, ability, gender or ethnicity. P-Patch gardens integrate communities with the open spaces that surround them, at times transforming unused open space while revitalizing a neighborhood's spirit. Population growth in urban centers, a recent increase in environmental stewardship, and the current economic downturn have raised interest in P-Patch for its multiple community benefits.

This evaluation has been conducted to provide us with information, analyses and recommendations to incorporate P-Patches into the City's on-going planning and community building efforts. Those efforts maintain and increase the livability of Seattle neighborhoods, and strategically address community needs around access to affordable, healthy foods. Community feedback and program data were analyzed and resulted in a list of 38 recommendations for the program addressing strategic planning and performance measures, demand management, resource allocation, communications and administration.

Overview of Findings and Recommendations

Since the last strategic plan for 2001-2005, many changes have occurred in Seattle and over the nation. Though the mission and values of the program continue to be strong and help guide the program, new goals and strategies should be developed that take advantage of current public and political interests and maximize leveraging of resources.

- The P-Patch program should undergo a strategic planning process that will integrate current opportunities and demands to maximize success. The strategic plan should address issues around capital investment planning, an analysis of staff workloads and budget implications, guidelines for garden development according to population needs and community building measures.

Gardeners are overwhelmingly positive about the value of the program to the community and the individual gardener. Despite a lack of tracking guidelines and program benchmarks the P-Patch program has served the community well. However, this lack of program measures makes consistent and meaningful evaluation difficult. Program data is not organized to measure and evaluate performance or progress towards goals. It also limits the Department's ability to develop plans for improvements, adopt best practices, and increase performance.

- The program should develop consistent ways to measure the key benefits and monitor areas for program improvement that were identified by stakeholders:
Strengths: Relationship Building, Supportive Staff, Mental Health and Spiritual Wellbeing, Source of Food and Economic Security, Sense of Personal Satisfaction,

Skills Development, Progressive Leadership. **Weaknesses:** Need for improved coordination between City departments, Additional Capital Development Funds, Need for Increased Training for Gardeners, Strategies to Address Theft and Vandalism, Need for Improved Communication and Support among Gardeners and with staff, More Strategies to Address Volunteer Fatigue.

The P-Patch Program has limited ways to identify demand which can limit the program's ability to develop more effective and equitable strategies for management. Demand for garden plots outpaces funding or other garden expansion opportunities. Addressing these key drivers of demand; waitlists, geographic areas of density, and disparate access, is complicated by cost and availability of land, political and societal interest, and staffing intensity.

- Additional drivers of demand and strategies to meet them should be identified and analyzed through a strategic planning process. The program should better address equity in geographic distribution of P-Patch gardens.
- The program should develop options to address the waitlist, identify City properties suitable for P-Patches, and develop alternative strategies such as increasing community partnerships.
- The program should identify new strategies to improve access to program services and resources for under-represented populations

P-Patch is poised to be a change agent in the growing awareness of environmental, economic, and social sustainability. Gardeners are able to find helpful information on the P-Patch website, and partnerships with non-profit groups provide opportunities for learning. However, outreach and education can be improved:

- Marketing and communications strategies should be updated to produce materials to better educate the public about community gardening, improve access for under-served communities, and engage people in P-Patch gardening to improve neighborhoods, address climate change, and build healthier communities.

Program administration barriers exist due to a limited technology infrastructure. Staff must travel to the downtown office location to access the program database in order to input, update, or collect information for projects. Addressing this inefficiency may free up staff time to provide more garden services.

- Invest in technological capacity to improve customer services through web-based application and payment processes, improved communications strategies and community organizing through social networking.

P-Patch is a strong asset for the City and its residents. Through improvements in management and strategic direction, the program can synergistically improve the City's ability to address a host of other community needs. This potential is anecdotally realized, but an investment in planning analysis and infrastructure improvements will create a whole that is greater than the sum of its parts.

PURPOSE AND METHODOLOGY

In 2008, the City of Seattle Department of Neighborhoods (DON) began a process evaluation of the P-Patch Community Garden Program. The purpose of this evaluation is to present an overview of program operations, conduct a detailed assessment of program strengths and weaknesses, and provide recommendations for improvements. The evaluation includes analysis of existing program data as well as stakeholder feedback. Based on this information, DON developed findings and recommended changes to the P-Patch Program.

This evaluation attempts to meet five main goals, which include:



GOAL 1: DESCRIPTION OF HOW THE P-PATCH PROGRAM WORKS

GOAL 2: DESCRIPTION OF HOW THE PROGRAM PRODUCES ITS RESULTS

GOAL 3: WHAT IS WORKING WELL (STRENGTHS)

GOAL 4: WHERE PROGRAM IMPROVEMENTS ARE NEEDED (WEAKNESSES)

GOAL 5: RECOMMENDED ACTIONS FOR IMPROVEMENTS TO THE PROGRAM

INFORMATION GATHERING METHODOLOGY:

This evaluation presents quantitative data collected from existing program records, and qualitative data gathered from various internal (City) and external (community members) stakeholder groups. These data are meant to describe the program operations and customer population, and are not intended to be statistically significant.

The quantitative data in the evaluation includes available program and financial data from 2002-2008. While staff attempted to standardize data when possible, there are certain inconsistencies in the types of data collected and compiled due to program and staffing changes over the years. Generally, program data describes P-Patch customers, populations served by the program, garden statistics, and information regarding development, operations, and maintenance. Financial data covers budget and staffing information.

In addition to the staff level research, DON hired an independent consultant to facilitate stakeholder feedback ([Appendix A: Consultants](#)). The Community Feedback Process sought anecdotal input on the program through surveys, focus groups and interviews. The evaluation includes this qualitative data, which was used to inform the Analysis and Recommendations sections of the report. More information on the process used by the consultant follows.

COMMUNITY FEEDBACK PROCESS:

The consultant worked with participants who were self-selected based on invitation letters mailed to all current gardeners, site coordinators, and partners. The Department of Neighborhoods (DON) generated approximately 2,000 letters that were mailed out in mid-April 2008 ([Appendix B – Invitation Letter to Participate](#)). Additionally, DON staff made phone calls to encourage potential respondents to participate. As such, it is possible that many people who chose to participate did so out of a desire to express specific issues or concerns about the P-Patch Program.

Between late April and early May 2008, the consultant team conducted seven (7) focus groups with a variety of stakeholders. The consultant team used a series of moderator’s guides reviewed by DON ([Appendix C – Moderator’s Guide](#)). There was an average of 10 participants in each focus group, with each focus group lasting roughly two hours. At the end of each focus group, community stakeholders were offered a modest stipend to cover transportation costs.

Table 1. Community Feedback – Focus Groups Participation

STAKEHOLDER TYPE	NUMBER OF FOCUS GROUPS	TOTAL PARTICIPANTS
P-Patch Community Garden Site Coordinators	1	9
P-Patch Community Gardeners	2	22
P-Patch Partners	1	4
P-Patch Community Gardens SE Asian Gardeners	1	8
Seattle Parks Department	1	6
Seattle Department of Transportation and Public Utilities	1	8
TOTAL	7	57

Key Informant Interviews:

The consultant team also conducted one-on-one interviews with key informants who were identified by the Department of Neighborhoods with guidance from the consultants. Using an interview guide developed by the consultants and reviewed by DON, each interview lasted approximately 45-60 minutes.

Phone Interviews:

Finally, the consultant team conducted four additional phone interviews with individuals identified by DON. Telephone interviews supplement data collected through the focus groups and key informant interviews. Using the same interview guide as for the key informant interview, telephone interviews lasted approximately 30 minutes each.

Table 2. Community Feedback - In-Person and Telephone Interviews

STAKEHOLDER TYPE	IN-PERSON INTERVIEW	TELEPHONE INTERVIEW	TOTAL KEY INFORMANT INTERVIEWS
City Leadership Staff	3		3
City Councilmembers	3		3
City Staff from Partner Departments		4	4
TOTAL			10

PROGRAM OVERVIEW

HISTORY

The P-Patch program began in the early 1970s when Darlyn Rundberg, a UW student, was given permission to use part of the Picardo family's uncultivated truck farm to teach school children from the Wedgewood Elementary School how to grow food. Her goal was to encourage them to grow food for a local program called Neighbors in Need, a predecessor to today's food bank program. The farm eventually became the first official community garden and the program's namesake. "P-Patch", honors the Picardo family for making the initial land available. The City purchased the Picardo Farm in 1973 and authorized a community gardening program in the Department of Human Resources one year later. The program moved to the Department of Neighborhoods in the late 1990s.

Throughout the years, demand for garden plots has increased and new sites have been added each year. Today, the P-Patch Program is the largest municipally-managed community gardening program in the country, with the City managing sixty-seven (67) gardens throughout Seattle. Another six (6) community gardens are being developed and are scheduled for completion in 2009. Of these 73 gardens, 43 are on City-owned properties and 30 sites are based on partnerships with a variety of other landowners (Appendix D: P-Patch Fact Sheet).

In addition to the City's management of community gardens, the P-Patch Trust, a non-profit 501(c) 3, also provides advocacy and site leadership support. The group formed in 1979 in response to the economic downturn in late 1970s and early 1980s and continues to augment City resources today. The Trust provides on-site volunteer leadership, seeks grants for site improvements, and works with the City program to build new garden sites. Since they began, the P-Patch Trust has worked to assist and support the program. P-Patch Trust is a strong advocate, has acquired six properties, worked to construct new gardens, serves as fiscal agent and program advocate for community groups.

The P-Patch program is part of the City of Seattle Department of Neighborhoods which operates and supports many City programs that focus on community building and civic engagement. The P-Patch program embodies these overarching values and is integrated with programs such as the Neighborhood District Coordinators, Neighborhood Planning, and Neighborhood Matching Fund.

PROGRAM PURPOSE AND GOALS

The **purpose** of the P-Patch Program is to build community through community based organic urban agriculture and other greening opportunities that are culturally and neighborhood appropriate.

P-Patch community gardens integrate communities with the open spaces that surround them. A P-Patch community garden transforms unused open space while revitalizing a neighborhood's spirit and building a stronger community. Community gardens are places where people grow safe and culturally appropriate food; where neighbors gather across economic, racial, ethnic, ability and gender lines; and where immigrant gardeners retain their status as family providers.

The **goal** of the P-Patch Program is to incorporate community gardens in as many ways as possible into the fabric of neighborhoods while maximizing participation from all, especially the low income and refugee and immigrant communities. To realize this goal, the P-Patch Program is divided among five program areas:

- **COMMUNITY GARDENS**
- **MARKET GARDENS**
- **YOUTH GARDENING**
- **GARDEN DEVELOPMENT**
- **FOOD POLICY**

COMMUNITY GARDENS

Community Gardens are the largest and core area of the P-Patch program. The gardens are a unique collaboration between the community and government that utilizes public or private land to develop community gardens, which are then managed by volunteers. Community gardens are the traditional P-Patch gardens, or community managed open spaces accessible to the surrounding neighborhood. Each P-Patch garden offers many amenities in addition to the core vegetable gardening plots, such as communal flower areas, children's gardens, educational classes, native plant areas, orchards, and various community events.

There are 67 currently operating Community Gardens throughout the City, with an additional 6 gardens in various stages of development and due to open in 2009-10. Each garden has varying number of plots ranging from 7 to more than 230. The area size of each garden also varies from as small as 1,900 square feet to more than three acres ([Appendix D: P-Patch Fact Sheet](#)).

In 2008 there were 1,900 households participating as gardeners in the program. From the 2007 survey estimating the numbers of people participating in each household, approximately 4,000 gardeners actively use the P-Patch community gardens.

OPERATIONS:

There are four groups involved in the operations of community gardens.

- **Gardeners:** work their own plots and are responsible for directly maintaining their sites and for guiding improvements. Gardeners also are required to volunteer their labor to help maintain common areas of the P-Patch gardens.
- **P-Patch Trust:** acts as a fiscal agent for gardeners, a liaison with City staff, provides funding options to community groups, and publishes the P-Patch Post newsletter. The P-Patch Trust also owns properties, advocates for community gardens, and conducts fundraising activities to support activities relating to community gardens. See Appendix P: P-Patch Trust Mission and Value Statement
- **City P-Patch program staff:** provides administrative and programmatic support to ensure equity, maintains standards and allocates resources across the city-wide program. Staff administers applications, collects user fees, assigns plots, supports community-building and leadership development, supports development of new gardens, and helps sustain volunteer capacity.

- **Property owners:** property owners play an indirect role in the management of community gardens. The P-Patch program develops a memorandum of agreement and lease with garden property owners. For those properties owned by public jurisdictions, the memorandum of agreement entrusts the normal daily operations and maintenance of the property to the P-Patch program. Special issues emerging on the property are addressed by the property owner in partnership with the program. Occasional in-kind resources are donated from the Seattle Department of Parks and Recreations and the Seattle Department of Transportation such as mulching materials. Property owners play a more direct role during development of a garden when they assign key staff to work cooperatively with P-Patch to design and complete the gardens in keeping with their standards and requirements. P-Patch Trust owns six properties which have conservation easements that perpetually bind them to be used for community gardens and open space. P-Patch Trust leases the properties to the City to monitor and maintain the conservation easement.

KEY ISSUES:

P-Patch Waitlist: The City began using a waitlist process to assign plots early in the program’s history. Updated annually, it has grown from 800 in 2003, when tracking records were established, to 1,719 in 2008. To request garden space, a Seattle resident must contact the Department of Neighborhoods to check availability and if necessary, to be placed on a waiting list. Plot assignments are made from the waiting list based on sign-up date. DON updates the list each November by contacting each person on the waitlist to confirm interest in remaining on the list for the next year.

Plot assignments are made annually. Procedures for existing participants are different from the procedure for Seattle residents who are on the waiting list. Existing gardeners may renew their plots during a re-application process in early January. After the reassignment period passes, those on the waiting list are contacted, in chronological order, and offered space at one of the sites they requested. As plots become available throughout the year, whether through attrition or failure to garden, staff continues to reassign plots from the waiting list. The following table provides a summary of waitlist statistics from 2003-2007.

Table 3. Historical Waitlist Figures

	2003**	2004	2005**	2006	2007	2008
Waitlist--pre confirmation*	800	n/a	800	953	1,245	1,719
Waitlist-- post confirmation	250	n/a	450	450**	777	1,231

*Staff confirms in November with each waitlistee

**Estimate

MARKET GARDENS

The Market Gardens program started as part of an effort in 1995 to (1) to enable families to preserve or enhance their traditional gardening skills; (2) to create opportunities for families to earn supplemental income; and (3) to further the P-Patch goal of connecting farmers with the larger community outside of the SHA



neighborhood. Most program farmers are limited-English speaking immigrants and refugees, primarily from Southeast Asia and East Africa.

The program creates more equitable access to community gardening by addressing barriers like income, language, or life circumstance, and recognizes that communities have different reasons for gardening. P-Patch gardens are used to provide local customers with weekly deliveries of high-quality, farm-fresh, organic produce during the growing season. Besides supplemental income, the gardens provide food for farmers' families and friends and help to develop a sense of community. Some customers are higher-income neighbors in the surrounding community, creating a community-building tool among populations that otherwise have few interactions.

Providing organic gardening space for 200 families, the low income programming focus of P-Patch, now has 13 community gardens within four mixed-income Seattle Housing Authority (SHA) communities (Rainier Vista, Yesler Terrace, High Point, and New Holly) and in the non-profit low-income housing community Mt. Baker Village Apartments. Two of these gardens (New Holly and High Point) function as market gardens, or gardens where volunteers grow and sell affordable produce, (See page 52, [Appendix E: Market Gardens](#)).

OPERATIONS:

The Market Gardens program is a collaboration between the Department of Neighborhoods, Seattle Housing Authority, and the P-Patch Trust. The P-Patch Trust, serves as the fiscal agent, and provides financial support. The P-Patch Program staff works with low-income communities to develop, manage and market produce subscriptions for the two market gardens.

KEY ISSUES:

The benefits of the market gardens are significant; however the management of the program creates a significant workload for staff. The staff manages production, teaches farming and marketing skills, contracts with and oversees a part time marketing manager and delivery driver and organizes payment to the P-Patch farmers. (see Table 13: Staff Allocation by Program Area)

YOUTH GARDENING

The Youth Gardening program works to help low-income youth lead healthier lives through community gardening activities. The goal of the program is for children and youth to participate in a complete gardening cycle from planting to consumption. The program provides opportunities for children and youth of diverse economic, racial, and ethnic groups to plant, maintain, harvest, and cook freshly grown foods. Some programming includes education for children of low income and immigrant families which teaches healthy eating and community building in a community garden setting.



The Youth Gardening program began in 2000 to involve low income and immigrant families in community gardening. The program was funded by a King County Nutrition Grant, P-

Patch Trust served as a fiscal agent and staffing was provided by the P-Patch Program. Originally, it was conducted as an after-school and summer program in community gardens at three SHA communities. Subsequently, with grant funding, the program became integrated into classroom instruction at West Seattle Elementary and had after school components at SHA sites, John Muir Elementary and with the Non-profit organization, First Place School, which serves children whose families are homeless or are in transitional housing.

In 2008 the P-Patch program refocused attention on the core operations of the program, and discontinued a funding agreement which narrowly focused on nutrition education in a particular public school. P-Patch Youth Garden efforts were reorganized to focus on supporting the placement of children and youth in the P-Patch community gardens. An AmeriCorps volunteer and a portion of one staff person's time are dedicated to the renewed focus.

OPERATIONS:

The program is managed by 0.3 Full Time Equivalent (FTE) Garden Coordinator and an AmeriCorps member (0.81 FTE) who develop networks and provide educational and physical resource support that volunteers need to successfully involve children and youth in gardening plots or in service-learning projects. The program partners with SHA-based youth organizations to teach gardening in New Holly P-Patches.

KEY ISSUES:

The Youth Garden program provides highly valuable services to low income children and youth and aligns with the P-Patch programs goals of community building. However, it does not necessarily align with the core community gardening mission of the program. In other words, the program has typically focused more on education and outreach instead of direct gardening opportunities for youth.

GARDEN DEVELOPMENT

Overlapping with the previous program areas, garden development is staffing intensive and community-organizing intensive. Until the passing of the November 2008 Parks Levy, the P-Patch program did not have an on-going, dedicated funding source for property acquisition or new garden development; this program area has been contingent on one-time program funding. The primary source of funding for new gardens has been DON Neighborhood Matching Fund awards. There continues to be no dedicated funding source for existing garden infrastructure maintenance and improvements.

OPERATIONS:

Although the P-Patch Strategic Plan 2000-2005 states a goal of approximately three new gardens per year, development of new gardens typically happens when funding becomes available. Though development of new gardens is steady, the program may also lose gardens due to redevelopment of the property, primarily on privately-owned land, or due to other issues.

The request to develop a new garden originates through a variety of different sources or initiatives. For example, neighborhoods may want gardens to preserve community open space, or to turn a problematic area into vibrant community space. Staff may initiate new gardens as opportunities arise or as a way to reach out to an under-served population. When feasible, new development is tied to policy guidelines such as the City of Seattle’s 2001 Comprehensive Plan, which prioritizes gardens in urban villages; and the P-Patch 2000-2005 Strategic Plan, which focuses on areas of density and underserved communities.

Although the most common funding source for development is the Neighborhood Matching Fund, P-Patch has been able to leverage other funding for both development and acquisition projects. The following table shows the range of funding sources used over the past ten years.

Table 4. Sources of Development Funds (2000-2008)

Fund Source	Number of Projects
NMF Small and Simple Award	Development—15 P-Patches Improvement—24 P-Patches
NMF Large Projects Award	Acquisition—1 P-Patch Development— 7 P-Patches
ProParks Levy	Acquisition—2 P-Patches on Parks Property Development—3 P-Patches on Parks Property
Mayor and Council appropriation	Acquisition and development – 4 P-Patches
Neighborhood Planning --Early Implementation Funds	Acquisition and development – 4 P-Patches
Community Development Block grant	Development—5 P-Patches Acquisition – 1 P-Patch
Private Donor Funding	Full or Partial Acquisition -- 4 P-Patches

In addition to new garden development, some gardens need to be improved or redeveloped annually. Such improvements have been common among Seattle Housing Authority (SHA) communities where gardens were redeveloped with the entire community using HUD HOPE VI grants. Garden rebuilds require establishing temporary arrangements, advocating for equivalent replacement in the new community design, and subsequently coordinating the usual activities of new garden development: community involvement, design, construction, and ongoing management. The following table summarizes the number of gardens redeveloped from 1999-2006.



Table 5. Redeveloped Gardens in Last Ten Years (* See Table 8 for Budget and Staffing)

Garden	Rebuild Date	Original Construction	Source
High Pt. Juneau	2006	1998	HOPE VI rebuild
High Pt. Market Garden	2006	1999	HOPE VI rebuild
High Point Youth Garden	2006	2002	HOPE VI rebuild
New Holly –Rockery	2006	2005	HOPE VI rebuild
New Holly Market Garden	2006	2005	HOPE VI rebuild
Rainier Vista Snoqualmie Park Senior Garden	2006	2006	HOPE VI rebuild
Rainier Vista Snoqualmie Park Youth Garden	2006	2006	HOPE VI rebuild
Thistle	2003	1974	Renovation, raise standards on par with rest of program
University Heights	2002	1991	Expansion into parking lot
Snoqualmie	2001	1974	Renovation, raise standards on par with rest of program
Cascade	2000	1996	Expansion
Magnuson	1999	1977	Private Property sold, move to Magnuson Park
Ferdinand	1999	1982	Renovation, raise standards on par with rest of program

KEY ISSUES:

Cost of Land: The cost of land in Seattle severely limits new garden acquisition and development opportunities. Historically, the program did not have capital dollars to invest in new development or ongoing maintenance activities. This lack of funding made it difficult to address the demand for more gardening opportunities among groups and individuals. The program and communities, however, have historically been able to identify and develop a variety of under-utilized city-owned lands with gardening potential.

In November 2008, the Seattle voters approved a levy to continue the development of Seattle Parks. This legislation includes a provision for \$2 million for the P-Patch program for acquisition and development of community gardens. P-Patch developed a 2009 Capital Investment Plan to guide the use of capital funds to respond to immediate demands.

Policies and Ownership: Policies of public and private landowners present limitations that are assessed on a case-by-case basis. P-Patch and community gardens are not specifically listed in the Seattle land use code. Department of Planning and Development (DPD) staff has considered community gardens as Park and open space uses; P-Patches are therefore permitted in single family and low-rise zones. Allowance decisions are site-specific.

FOOD POLICY

The Food Policy arena encompasses a broad range of issues and perspectives that intersect with all aspects of the provision of food. Food Policy discussions include economic development, transportation, and solid waste systems, public health, planning and development, environment and sustainability, urban agriculture, recreation and personal self-care. In Seattle, Food Policy's interdisciplinary and cross-jurisdictional character has been stewarded by the currently unfunded Acting Food Policy Council. Several City departments as well as the P-Patch program have participated in the Council. The P-Patch program intersects with many of these issues, providing a framework for community involvement, education, and a means towards action in each of these parts of the food system web. The overarching goal of providing healthy, organic, affordable, and culturally appropriate food to the local community is woven into nearly all P-Patch program areas.

- **Food Bank Gardening:** Perhaps the most visible and successful example of how P-Patch addresses food security objectives is through the food bank gardening projects. These projects are done in collaboration with a non-profit organization, Solid Ground. Its Lettuce Link program tracks the produce from the 30 P-Patches that donate to food banks on a regular basis. In addition to gardeners donating from their own plots, volunteers tend plots that are assigned as food bank gardening plots. Additionally, each new P-Patch joining the program is strongly encouraged to have a food bank garden and develop a food giving program. Through the P-Patch collaboration with Lettuce Link, nearly 1,000 food bank clients each year hear about the opportunities to garden at area P-Patches and are given program information and direct contact information. Community garden volunteers have provided approximately 20,000 pounds of produce annually to area food banks.
- **Low-income Housing Gardens:** At Seattle Housing Authority (SHA) family communities, High Point, Rainier Vista and Yesler Terrace, P-Patch partners with SHA and P-Patch Trust to develop and integrate gardening opportunities that bring affordable, safe and culturally appropriate food to the tables of immigrant and refugee families. Immigrants and refugees comprise approximately 70% of the resident populations in these communities, with agrarian culture a common background. P-Patch low-income gardens build on the strengths and self sufficiency capacity of these families, supporting their transitions into a new culture at the same time as providing access to affordable, healthy foods. In 2008 P-Patch began development plans for gardens in partnership with other low-income housing providers in addition to expansion in SHA communities.
- **Senior and Disabled Gardening:** Several gardens developed in SHA Senior and Disabled housing communities, many existing gardens, and most new community gardens across the City include raised bed gardens to accommodate the needs of seniors and disabled residents. Construction of raised beds, improvements to garden paths and coordination of volunteers and staff to assist gardeners with heavy labor aspects of gardening create access to healthy food and physical activity for healthier living. In 2008 P-Patch staff began exploring expansion of P-Patch gardens in coordination with SHA's renovations to their high-rise housing for seniors and disabled residents. This has not happened yet.
- **Market Gardens:** Described in detail previously in this report, market gardens address food security issues by:

1. Providing low income farmers with an income supplement
 2. Providing economic access to culturally-appropriate healthy produce for low-income households
 3. Supporting locally grown organic produce
 4. Engaging low-income farmers in learning U.S. cultural skills around agriculture and marketing
 5. Linking P-Patch farmers to local farmer's markets that benefit the surrounding community
- **Policy and Planning:** The P-Patch Program also actively participates in the Regional Acting Food Policy Council. From 2006-2008, the P-Patch program staff provided the coordination and leadership of several City departments participating in the Acting Food Policy Council.

GARDENER DEMOGRAPHICS: RESULTS FROM THE 2007 SURVEY

Every three years, staff surveys all P-Patch gardeners and compiles the results into a report. The survey provides a snapshot of gardeners, including a range of self-reported information of the demographic makeup of gardeners and the satisfaction rating of the P-Patch program, (Appendix I – Survey Questions).

POPULATION DESCRIPTION

Approximately 1,600 of the 1,850 program participants responded to the survey, a response rate of about 86%. Of those respondents, 355 or 22% were new gardeners while 78% were returning, which is consistent with prior survey findings. The general trend in these figures is that gardens serving primarily low income communities have low gardener turnover rates, while gardens in moderate to high income areas have higher turnover rates.

Gardeners, as a whole, are evenly divided among home ownership and other living situations. The number of renters declined slightly from 49% in 2004 to 44% in 2007, which may be attributable to the increase in home purchases in 2004-2005, and steeply increasing rental rates due to condominium conversions. This market trend reduced the number of rental units in several neighborhoods. Approximately 51% of gardeners are home owners with 48% living in multifamily situations and 50% living in single-family homes. This data supports the assumption that P-Patches benefit communities in general, whether in predominantly owner-occupied or rental communities. In other words, gardens provide benefits in a wide range of neighborhoods, from downtown urban environments to outlying residential environments, with similar community building benefits.

Income levels vary significantly among gardeners. Income patterns of gardeners in different areas of the city are consistent with overall City income level patterns. For example, a review of two gardens serving the more affluent north end, Interbay and Evanston, shows that 27% and 43% of their gardeners are low income. Similarly, two gardens serving the less affluent southeast area, Hillman and Courtland, show that 69% and 50% of their gardeners are low income.

Table 6. Income Levels

Income	Percentage of
Below AMI	75%
Below	55%

AREA MEDIA INCOME LEVELS * Seattle-Bellevue HUD Fair Market Rent Area (HFMA) income limits			
Family Size	80% AMI (2007)	80% AMI (2008)	AMI (2008)
1	\$41,700	\$45,600	\$57,000
2	\$47,700	\$52,100	\$65,100
3	\$53,650	\$58,600	\$73,250
4	\$59,600	\$65,100	\$81,400
5	\$64,350	\$70,350	\$87,900

Regarding Race and Ethnicity, the survey reports that P-Patch gardeners are 80% Caucasian, versus 70% for the city as a whole, 2.1% American Indian (1% for the city), and 15.2% Asian (13% for Seattle). African Americans and Latinos, however, are not well-

represented in P-Patches making up just 2.7% and 2.5% respectively, versus 8% and 5% for the city. The following table summarizes the racial breakdown:

Table 7. Racial Demographics of P-Patch Gardeners

Race	2007	2004	City (2000 Census)
Caucasian	80%	77%	70%
Asian/Pacific Islander	15.2%	14.6	13%
African American	2.7%	2%	8%
Latino	2.5%	1.5%	5%
Native American	2.1%	1.2%	1%

P-PATCH GARDENS AS A FOOD SOURCE

The 2007 Gardener Survey shows that program-wide, 36% of gardeners get 50% or more of their produce needs from their P-Patch during the months of April to October. In addition, from November to March, 11% still take more than 25% of their produce needs from the P-Patch.

Gardeners share their produce throughout the program. As in 2004, one quarter of gardeners shared produce once a week and 38% report sharing at least once a month. Two Cultivating Communities sites excel in sharing. High Point Juneau and Yesler Terrace Ballpark both have 80% of their gardeners sharing at least once a month. Program wide, 40% of gardeners make food bank donations at least once a month, a figure which includes the 9% who give weekly. This number has grown from 2004 when only 34% of gardeners gave once a month. Giving varies considerably by garden. At Haller Lake, 71% of gardeners give at least once a month; at the big food bank gardens, Picardo and Interbay, 64% and 50% respectively give at least once a month.

Staff and Volunteer site coordinators play an important role in encouraging donations of food by gardeners. For example, Snoqualmie P-Patch has 44% of gardeners who currently donate from this low income and immigrant garden. In past years before the site coordinator emphasized and arranged for giving, this garden did little in contributing produce to food banks.



REGULATIONS AND POLICIES

There are several legislated and administrative policies that define parameters for the P-Patch program. The policies impact a wide range of activities from the acceptance of plot fees to the development of new gardens.

REGULATION DOCUMENTS

Seattle Municipal Code (SMC): The municipal code includes regulations relating to P-Patches that are the law of the City, enforceable and not subject to changes without legislative process. The SMC provides Program Authority in the establishment and purpose of the program, and Director's Authority for the program's operation.

- **Program Authorization:** The P-Patch program began in 1973 and was codified in Seattle Municipal Code (SMC) Sections 3.20.210-230. The program was originally housed under the Department of Human Resources and was transferred to the Department of Neighborhoods in 1997 via Ordinance 118546 and re-codified in SMC Sections 3.35.060 and 3.35.080.
- **Director's Authority – Leases and Fees:** The Director of the Department of Neighborhoods is responsible for overall program administration and is specifically granted authority to enter into leases with property owners and to levy plot fees. SMC Section 3.35.080 provides the Director with the authority to enter in lease agreements and to negotiate easement, covenants, or other agreements with property owners committing the use of land for P-Patch purposes.

Section 3.35.060 of the SMC allows the Director to charge plot fees to gardeners to partially offset the costs of the program. The total annual fee is comprised of both an application fee and a permit fee, with the permit fee varying based on the size of the garden plot. This section also allows the Director to waive fees and/or reduce fees for low income groups or for groups donating produce to local food banks.

The SMC states that the Director will adjust the base fees every two years based on the Consumer Price Index (CPI). In addition to the annual CPI increases, the Director can also increase annual fees up to an additional 5% to reflect increased operating costs. Currently, the base application fee is \$23 for any size plot and the base permit fee is \$11 per year per 100 square feet of garden space. The fees were last adjusted in 2007.

POLICY DOCUMENTS

Seattle Comprehensive Plan - Public Project Policies Section C UV57. The City of Seattle's Comprehensive Plan, *Toward a Sustainable Seattle*, is a 20-year policy plan (1994-2014) designed to provide a basic policy framework for sustainable growth and development. The plan includes P-Patches in two different elements, Urban Villages and Neighborhood Planning.

The Urban Villages Element includes the following policy language in the Open Space Network section of the Plan: *"promote inter-agency and intergovernmental cooperation to expand community gardening opportunities, and include P-Patch community gardening*

among priorities for use of City surplus property". (Section C: Public Projects Policies: UV 57)

The Neighborhood Planning Element includes P-Patches in various policy areas including, recreation and open space, land use and housing, and cultural and human resources. Overall references to P-Patches are essentially the same: to use the P-Patch program as a means of increasing open space and neighborhood amenities. (CC-P-22, CH/B-P15, MLK-P14), with specific P-Patches named as amenities in several Neighborhood Planning areas under the Capital Facilities Index

The 2004 Seattle Comprehensive Plan listed P-Patch community gardens under the Land Use Elements Appendix F, City open space and Rec Facility Goals: Urban Village open Space and recreation facility goals, and Goal for Village commons, Recreation Facility and Community Garden Goals. Under the Urban Center Villages Section, the 2004 Comprehensive Plan stated *"At least one usable open space of at least one acre in size (Village Commons) where the existing and target households total 2,500 or more (Amended 11/96) ... One dedicated community garden for each 2,500 households in the Village with at least one dedicated garden site" [sic]*. However, under the 2005 Comprehensive Plan amendments, this language was omitted.

In 2008, City Council Ordinance 122832 amended language in the Seattle Comprehensive Plan under Policy 57.5 to be inclusive of P-Patches in the prioritization of uses for surplus properties in urban villages.

Administrative Policies: Various departments in the City operate under administrative policies that may guide decisions on the use of property for P-Patches or the placement of them in a neighborhood. These administrative policies, while more flexible than municipal code, are intended to provide guidelines for consistent decision-making procedures that may impact other areas of City operations.

Department of Neighborhoods (DON): DON uses department-level policies and procedures to facilitate garden development, manage volunteers, and prioritize community requests.

- **P-Patch Development Criteria** are followed during the site design process. The criteria provide guidance on the City's preferred site considerations, design process, and design elements. In 2008 the P-Patch program began developing Memorandums of Agreement with Seattle Department of Parks and Recreation and Department of Transportation to better integrate design guidelines that create more park-like and public gathering spaces in P-Patches, address permitting, and define roles in on-going management. Appendix G: P-Patch Development Criteria
- **Rules for P-Patch Participants** lay out plot use and maintenance requirements that all volunteers must follow. The rules cover a range of issues from restrictions on the use of insecticides to the number of volunteer hours required of each gardener, (Appendix F: Rules for P-Patch Participants).
- **Criteria for New Sites** was developed in early 2008 to help staff respond to community interest in developing gardens. These guidelines allow staff to score and rank requests based on geographic and demographic service area, site considerations, and community building potential. They also create a more equitable evaluation method for staff to use

when considering proposals for new P-Patches. In 2008, City Council adopted a Budget Action in the 2009-2010 budget that outlined criteria for identification of suitable sites for P-Patch garden development (Statement of Legislative Intent 25-1-A-1, and 122-2-A-1-YVPI. These criteria follow the P-Patch program criteria that are in place, (Appendix N: Criteria for the use of the P-Patch Capital Reserve Fund).

Department of Parks and Recreation (Parks or DPR): DPR has an existing policy relating to P-Patch gardens. When P-Patches are developed on new Parks properties, DPR provides varying levels of construction oversight, management, and design guidance depending on the proportion of the site devoted to the P-Patch gardens. P-Patch gardens are allowed in parks where existing recreational uses are not displaced, and where gardens are consistent with the character of the park. DPR works with P-Patch program staff when individuals or groups express interest in developing a P-Patch on park property. While garden volunteers are responsible for maintenance, DPR may assist P-Patch staff and volunteers to maintain a garden. DON encourages community members to design P-Patches with the role of a City park space in mind. DON is following guidelines for landscape design that invites the public to passively enjoy the garden in addition to benefiting gardeners. Where possible, P-Patches include small community gathering spaces. The two Departments are finalizing a Memorandum of Understanding (MOU) for operation and development of community gardens.

Department of Transportation (SDOT): Several P-Patches are located within an SDOT right of way (ROW), and the two Departments are currently developing a Memorandum of Understanding (MOU) concerning the operation and permitting of community gardens on SDOT property. The MOU establishes fees and a list of accepted elements for P-Patches that align with the needs and requirements for SDOT property. For new gardens, the MOU establishes formal review of development plans subject to applicable fees and field inspections. For existing gardens in an SDOT ROW, the two Departments inventory those gardens to ensure they conform to SDOT Street Use Permit standards.

Although currently there is no written policy, SDOT follows guidelines for feasibility of siting P-Patch gardens including, until recently, not allowing "food production" in the planting strip area of sidewalks along streets. This general policy has recently changed. Street ends are assessed on a case by case basis.

Department of Fleets and Facilities (FFD): FFD includes P-Patches in their Procedures for Evaluation of the Reuse and Disposal of the City's Real Property, adopted by Resolution 29799. Though not formally cited in the Resolution, the department actively engages with DON to evaluate the suitability of property being reused or sold as potential community gardening space.

Seattle City Light: Seattle City Light allows P-Patches as a co-use in its property. DON signs Special Use Permits with City Light for their use of their property as community gardens.

Non-City policies:

- **The P-Patch Trust:** The P-Patch Trust operates as a private non-profit organization with 501(c)3 status. As such, the organization has its own incorporation documents, by-laws, and mission statement

BUDGET AND STAFFING

PROGRAM BUDGET

The P-Patch program comprises approximately 20% of the Department of Neighborhoods budget and is part of the Community Building Budget Control Level (BCL). It is entirely funded by the City's General Subfund. Capital funds are appropriated for specified projects.

The annual budget varies significantly based on one time additions for garden development and similar initiatives. The following section provides a summary of program expenditures, plot fee revenues, and historical additions that account for year-to-year budget changes.

TABLE 8. ADOPTED BUDGET 2002-2008

	2002	2003	2004	2005	2006	2007	2008*
Adopted Budget	\$419,577	\$448,927	\$474,654	\$492,559	\$545,868	\$860,687	\$659,577
FTE	5.8	6.3	6	6	6	7	7

* One time funds for acquisition and development included in the 2007 budget were not continued in 2009.

Expenditures:

Staffing: In 2008, approximately 85% of the total P-Patch budget funded staff costs, which included 7.2 FTE salaries and benefits. This percentage did not reflect any administrative overhead charges for the rental of office space from the Fleets and Facilities Department, connectivity charges from the Department of Information and Technology or other central service costs associated with staffing.

Operating: Approximately 9% of the total 2008 adopted program budget covered all other operating costs. Typically, the P-Patch program has had a minimal amount of funding for small equipment purchases and utility payments. In recent years, the program budget has provided approximately \$60,000 in operating funds annually. The amount for operating expenses has historically not increased when new gardens are added. Major expenses in operations have included water, equipment and supplies, vehicle rental and fuel, professional services, and some miscellaneous costs.

TABLE 9. ACTUAL BUDGET BY MAJOR EXPENSE CATEGORY 2002-2008

	2002	2003	2004	2005	2006	2007	2008
Staff costs	369,029	405,206	423,359	438,992	453,518	\$541,056	562,328
Operating:							
Water	2,000	19,125	27,000	28,890	30,912	32,035	32,900
Equipment, Supplies	9,800	3,690	7,800	7,918	8,012	11,134	11,126
Vehicle rent and fuel	5,900	2,979	4,977	5,052	5,112	9,735	5,376
Professional Services (equipment, repairs)	19,398	11,000	6,293	5,880	5,950	7,458	7,734
Postage and Copying	5,300	4,000	2,900	3,452	3,494	3,181	1,193
Miscellaneous (e.g. volunteer recognition)	8,150	2,925	2,325	2,375	1,870	3,088	1,357

Sub Total Operating	33,088	43,719	51,295	53,567	55,350	66,631	59,686
One time Capital					37,000	253,000	37,563
Adopted Budget	419,577	448,927	474,654	492,559	545,868	860,687	659,577
Mid Year Budget Adjustments *	15,995		-22,858	-1028	13,600	92,451	153,040
Revised Budget	419,577	448,925	451,796	491,531	559,468	953,138	812,617

* \$50,000 for Food Policy not included in 2008 Adopted Budget.

With operating funds, the P-Patch program pays for water charges at most gardens, which represents the second highest percentage of the total operating costs, or approximately 55%. This number has increased steadily since 2002 with the increase in both water rates and the number gardens. Other costs like fertilizer, newsletter postage, vehicle rental and fuel, professional services, equipment maintenance, newsletter postage and small repairs represent the smallest portion of the budget.

Revenues:

P-Patch Plot Fees: The P-Patch program collects an annual fee from each gardener, which generated approximately \$71,000 in revenue for 2007 and \$76,920 in 2008. The revenue is directly applied to the City’s General Subfund. In 2007 this revenue indirectly offset approximately 7.4% of the program’s total budget and 12% in 2008. The P-Patch fee is comprised of an application fee and a permit fee. The goal of the fee is to recover a portion of the City’s investment in gardens, such as water costs and small equipment purchases. Since 2002, the revenue generated by this fee has offset these operating costs at community gardens.



In 2008, gardeners paid an application fee of \$23 and a permit fee of \$11 for each 100 square feet of garden space. Therefore, the amount collected depends on the size of the garden and the number and types of plots within the garden. For example, a typical gardener at the Picardo garden pays \$67 per year based on a maximum plot size of 400 square feet. Alternatively, a gardener at the Thomas Street garden pays \$34 per year based on a maximum plot size of 100 square feet.

Per the SMC 3.35.060, biannual fee increases are based on the percentage increase in the consumer price index from year to year. The Department Director is also authorized to adopt different plot fee structures for special needs populations. For this reason, very low income gardeners pay \$10 for each of their plots. In the Seattle Housing Authority developments, low income gardeners typically have not been charged. No gardener is refused a plot based on inability to pay the fee. The P-Patch Trust, through donations, has provided some support for low-income gardeners’ plot fees. To date, this donation has grown to approximately \$3,500 and has assisted approximately 75 gardeners (per year?).

Table 10. P-Patch Plot Fees Set Biennially

	2001*	2003*	2005	2007
Fees (application/permit)	\$24-\$56 (depending on plot size)	\$25-\$68 (depending on plot size)	\$21/\$10	\$23/\$11
Revenue Collected	\$48,330	\$51,248	\$64,214	\$71,103

* Beginning in 2004, the base permit fee became \$10/year for each standard unit of 100 square feet. Prior to 2004, the fee was strictly based on specific plot size.

KEY BUDGET CHANGES

Since 2002, the P-Patch program has received one time funding for various development projects and other initiatives. The program was allocated a significant infusion of one time funding in 2007, which included \$160,000 to acquire a new P-Patch at 25th Avenue E. and E. Spring Street. This provided funding for one new full time Community Garden Coordinator position; and approximately \$37,000 for garden improvements and the market garden initiative start up at 51st Avenue South and Leo Street. That same year, the Department also received funding for a new van. The following table provides a summary of major changes from 2002-2008.

In mid-year 2008 City Council appropriated \$50,000 to conduct the development of a City of Seattle Food Policy Action Plan. These funds are being carried forward into the Department’s 2009 budget and work plan.

Table 11. Major Budget Changes 2002-2008

Year	Amount	Budget Item
2008	\$50,000 \$37,563	<ul style="list-style-type: none"> To develop a Food Policy Action Plan New Holly garden development
2007	\$160,000 \$28,000 \$20,000 \$15,000	<ul style="list-style-type: none"> Provided acquisition funding for Spring street P-Patch Acquired new van for P-Patch staff Replaced High Point Community Garden Funded Urban Agriculture project at 51st and S. Leo
2006	\$37,000	<ul style="list-style-type: none"> Funded New Holly Garden with one time CDBG funding
2004	\$10,000	<ul style="list-style-type: none"> Increased program budget by \$10K to reflect higher costs at P-Patches and community gardens; Item offset by increases in fee collection associated with rising numbers of gardeners.
2003		<ul style="list-style-type: none"> No major budget changes
2002		<ul style="list-style-type: none"> No major budget changes

STAFFING

This section describes how staff are utilized by the program and includes an organizational chart, position descriptions, key staff functions, and staff allocations across the five program areas. Assessment of staffing needs at each garden is discussed in the Analysis section.

Currently there are five full time positions, four part time positions, and an AmeriCorps internship totaling 7.2 paid FTE and 0.81 FTE interns. The Program Manager oversees the P-Patch program and the Neighborhood Matching Fund program in the Department, spending approximately 0.5 FTE time on the P-Patch program primarily on administrative and management leadership including policy, budget, and strategic direction. The Program Supervisor provides day to day supervision of six Community Garden Coordinators and one part time Administrative Specialist II, as well as coordinating gardens.

The P-Patch program is a collaborative effort that involves a variety of resources. Therefore, it is also important to note this additional volunteer time and involvement from other City departments when evaluating the overall program staffing model. Volunteers are responsible for garden coordination, working with staff to support and manage gardens and developing community-building activities in the gardens. Volunteer gardeners also grow produce for food banks in their own plots as well as plots designated for food bank gardening. The collaborative experience often leads gardeners to become involved in other aspects of their neighborhood and community.

The P-Patch Trust volunteers in gardener networking and communications, and represents P-Patch on the Parks Levy Oversight committee. For the Trust operations, they employ a part-time accountant to administer donated funds.

2009 Organizational Chart by Functions

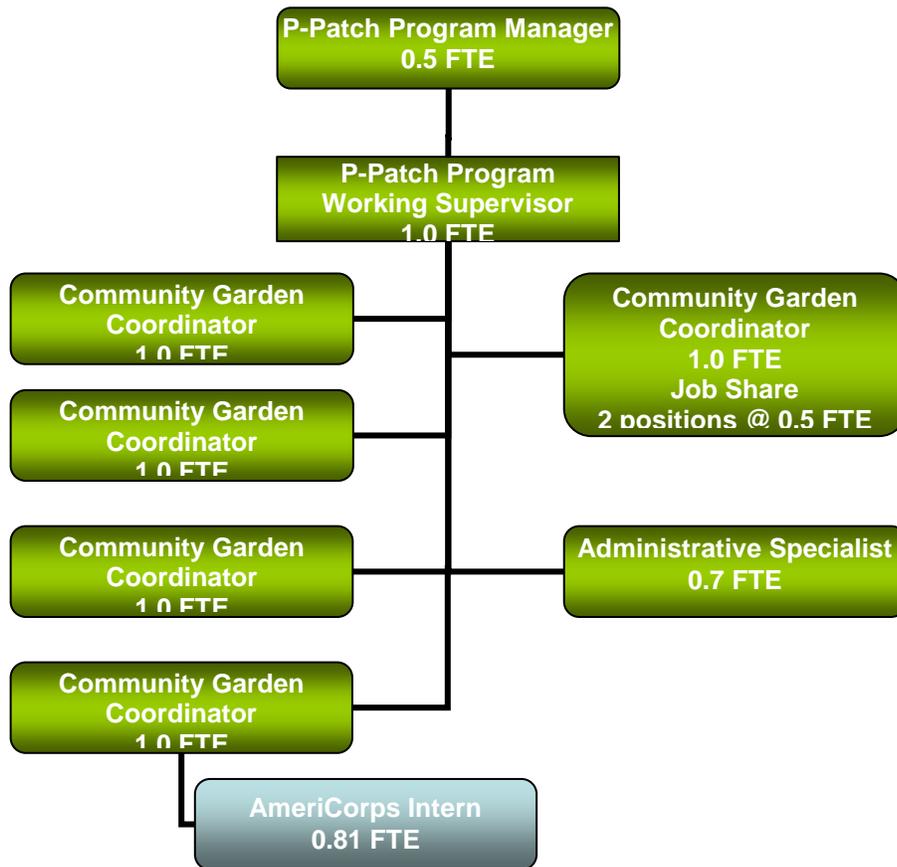


Table 12. P-Patch Program Overall Staffing

	City of Seattle	P-Patch Trust	Total FTE
Staff	7.2 FTE	0.25 FTE	7.45
Interns	0.81 FTE	0.0 FTE	0.81
Volunteers	15,500 hours (7.45 FTE)	1,200 hours (0.6 FTE)	8.05
Total FTE	15.46 FTE	0.85 FTE	16.31

Other departments provide support to P-Patch gardens as opportunities arise. For example:

- In acquisition and development during the last Parks Levy, staff worked on the processes that developed P-Patches that were requested by community members. Parks also provides leaf mold and wood chips for those gardens on Parks properties as well as clean green pick up for material generated on park areas beyond the P-Patch but stewarded by P-Patch volunteers. A rough estimate would be approximately 80 hours per year.
- Fleets and Facilities provides advice and, occasionally, administrative support for documentation on real estate acquisitions.
- Law advises on various emergent issues.

- SDOT and City Light are landowners and occasionally negotiate with P-Patch staff on our leases.
- SDOT also provides P-Patches with leaves in the Fall.
- SPU has funded organic gardening classes through a non-profit partner and produces "green" fact sheets that are distributed to gardeners.
- In partnership with community groups, the Conservation Corps provides space for our fertilizer distribution.

POSITION DESCRIPTIONS – PAID STAFF

P-Patch staffs work across all five program areas to a) provide expertise where needed, b) share workloads for some more difficult and staff-intensive duties as they arise, and c) ensure continuity in workforce planning. Some individual staff have specific skills needed across many gardens, such as technical expertise in language and culture or physical construction projects (See Table 13: Staff Allocation by Program Area 2002-2008).

- **P-Patch Program Working Manager (Manager 2) 0.5 FTE:** This part-time position is responsible for overseeing the administration, implementation, and reporting of the P-Patch program. (This position also oversees the Neighborhood Matching Fund program in the department 0.5 FTE). The Program Manager is responsible for integrating the P-Patch program with other Department programs that intersect with P-Patch roles in the communities. The P-Patch part-time Manager is the lead representative for the Department in Food Policy issues, develops and manages the program budget, personnel resources, and advises the department directors on policy issues. The position is part the Department's Senior Team and plays a leadership role in developing and implementing department policies and operating procedures. In addition, the Manager coordinates one garden.
- **P-Patch Working Supervisor (Planning and Development Specialist II) 1.0 FTE:** The Supervisor reports to the Manager and is responsible for day-to-day direct supervision of Community Garden Coordinators and operations (approximately 50% time). The Supervisor provides the technical expertise in implementing program priorities and garden development projects, and facilitates relationships with landowners. The remaining 50% of time is spent coordinating gardens.
- **Community Garden Coordinators 5.0 FTE:** The Community Garden Coordinators work directly with property owners, volunteer site coordinators, and serve as key resources for gardeners and community volunteers. They oversee garden development and redevelopment projects; develop outreach materials that promote inclusion; seek and secure outside funding sources directly or by educating community groups on how to access alternative funding opportunities; and develop specific programming for each core program area, including leadership development. They conduct outreach and organizing with community volunteers in relation to specific P-Patch gardens and also oversee a host of key functions relating to maintaining the community gardens. These functions include: managing plot application and waitlist cycles, garden organization (leadership development, property management), education, resource procurement, and special programs.
- **Administrative Specialist II 0.7 FTE:** This part time position provides clerical and administrative support. Position responsibilities include contracting, data and

information coordination, manual fee processing, and administrative support for communications functions such as garden announcements and newsletters. The bulk of work is associated with the plot application and waitlist cycle. The position also takes on some functions in city-wide resource procurement and education programming and provides coordination support for program events.

STAFF OVERALL KEY FUNCTIONS

For general community gardens, the main goal for staff is to increase the ability of sites to function independently, thereby reducing the level of City resources required at each garden. The goal is based on three assumptions:

- 1) Core functions (registration, terminating plot assignment) always require staff management to oversee City responsibility for fairness and equity;
- 2) All sites experience a natural cycle of volunteer participation which requires frequent changes in workload allocation; and
- 3) Gardens and programming that targets under-served populations (youth, seniors, low income, refugee/ immigrant and market gardens) require more staff management at all levels including basic outreach.

Staff performs a variety of key functions to sustain community gardens and other programs. The core areas include:

- **Plot Application Administration:** This function includes the management of P-Patch registrations and related plot fees. This process occurs annually and includes: developing and distributing new and/or renewal applications, coordinating volunteers to assist with information gathering and mailing, coordinating new volunteer tasks with site coordinators, and developing and distributing gardener confirmation packets.
- **Waitlist Management:** Staff maintains a database of everyone waiting for a garden plot. The waitlist is updated throughout the year and confirmed/purged once a year. Tasks include: maintaining the waitlist database, entering requests, updating changes, and performing yearly contacts with people on the list to move people from the waitlist to plots as they become available.
- **Outreach:** Staff conduct outreach Citywide throughout the year. Examples of outreach activities include, placing signs in the P-Patch gardens and around the neighborhood, recruiting door to door, placing fliers at various locations, working with local institutions (newspapers, blogs, listserves, bulletin boards, community calendars), and holding events.
- **Education:** Staff also provides education to individuals and the community in general about each P-Patch program area. This function, which parallels the outreach function has two components: 1) education for new gardeners, pairing new or novice gardeners with experienced gardeners for mentoring and making educational resources available i.e., like master gardeners or composters classes; and 2) general community gardening education for the public including webpage and other venues and coordinating garden classes for English and non-English-speaking volunteers.
- **General Garden Management:** Staff is responsible for organizing the leadership of each garden. Since gardens are managed by volunteers with assistance from City staff, it is critical to develop a leadership structure that ensures the success of each garden. Tasks generally include:

- Organizing and leading gardener gatherings, developing site maintenance tasks and work parties, and developing accountability systems.
 - Orienting and training new gardeners.
 - Developing general gardening and site specific information.
 - Acting as liaisons with property owners to maintain leases, communicating program and site specific information, and build effective collaborations.
 - Resolving issues related to public safety and gardener/neighbor conflicts.
 - Procuring resources like materials, information, and professional services.
 - Partnering with organizations to designate plots for food bank gardening, developing individual donation processes, and advocating for participation.
 - Designating plots for school or youth-based organizations, establishing communication with the group, conducting outreach to involve them in events, selecting a key contact, determining how the garden will be monitored, and communicating time and management expectations.
 - Accommodating sites designated for seniors or disabled users including constructing accessible raised beds and monitoring sites for compliance.
- **Market Garden Management:** Staff is involved in all aspects of production and marketing of the current market garden program at New Holly and High Point. Community Garden Coordinators allocate land, recruit and train farmers, develop planting plans, find resources, hire and oversee a marketing consultant, and oversee harvesting and sales preparation. In 2008, staff began a farm stand program at Seattle Housing Authority (SHA) sites and develop a plan to encourage gardener self-management. Staff also developed a new market garden program to place low income farmers on large tracts in one current community garden.
- **Food Security:** Staff, primarily the Manager and Supervisor, continues to track food security issues as they pertain to community gardens. This function is policy driven with staff helping to develop strategies and initiatives to address pressing and emerging needs as they pertain to the City and its community partners. In 2009, the P-Patch Program is providing inter-departmental coordination for the development of a City Food Policy Action Plan.

STAFF ALLOCATION BY PROGRAM AREA

TABLE 13. STAFF ALLOCATION BY PROGRAM AREA 2002-2008

Year	Community Gardening			Market Gardening			Garden Development			Youth Gardening			Food Security			Total Wkly Hours for All Programs*		
	Hrs per Week	% of Total Staff Time	No. of FTE	Hrs per Week	% of Total Staff Time	No. of FTE	Hrs per Week	% of Total Staff Time	No. of FTE	Hrs per Week	% of Total Staff Time	No. of FTE	Hrs per Week	% of Total Staff Time	No. of FTE	Hrs per Week	% of Total Staff Time	No. of FTE
2008	145.8	54%	3.63	25	9%	0.63	42	16%	1.05	6	2%	0.15	32	14%	0.80	270	95%	6.26
2007	118	39%	2.95	20	7%	0.50	36	12%	0.90	66	22%	1.65	44	14%	1.10	284	93%	7.10
2006	121	51%	3.03	10	4%	0.25	32	14%	0.80	25	11%	0.63	44	18%	1.10	232	98%	5.80
2005	133	56%	3.33	10	4%	0.25	32	14%	0.80	25	11%	0.63	32	13%	0.80	232	98%	5.80
2004	120	56%	3.00	10	5%	0.25	32	15%	0.80	25	12%	0.63	21	10%	0.53	208	97%	5.20
2003	140	61%	3.50	10	4%	0.25	32	14%	0.80	22	10%	0.55	18	8%	0.45	222	98%	5.55
2002	125	57%	3.13	15	7%	0.38	30	14%	0.75	24	11%	0.60	18	8%	0.45	212	97%	5.30

*Total hours do not equal 100% because working supervisor has other duties.

- **Community Gardening:** In this core program area, staff dedicated 54% of their time in 2008 to managing community gardens. This percentage ranges from a low of 39% in 2007 to 61% in 2003. In 2007, grant administration related to youth gardening and increased food security policy work attributed to reduced focus on community gardening. The addition of one community garden coordinator position in 2007 is helping the program to refocus on community gardening.
- **Market Gardening:** Although currently only one of five program areas that does not span across all the P-Patch gardens, staff time devoted to market gardening ranges from 4% to 9% of their overall duties. In 2008, the program focus on market gardening began to shift with new policies set by the City, and the percentage of time on this program increased again in 2009.

- **Garden Development:** Currently, staff members devote 16% of their time to garden development. One staff member with extensive building skills allocates about 35% of his time to new garden construction in low-income neighborhoods.

Building or redeveloping a garden requires a significant amount of staff time. The typical project takes one to two years from the date that funding is received until plots are assigned and gardening begins. Hundreds of volunteer labor hours and skills go into the construction of each new garden, and projects may develop challenges. Staff's role mirrors its role in managing community gardens. They direct the process from land acquisition, through community involvement, design, construction, to ongoing management. Depending on a community's ability to self-manage, staff varies its role and involvement. At minimally managed sites staff functions more as a resource, whereas in communities with special needs, staff plays a direct role in development and construction. Site characteristics have become more complex as land opportunities decrease. This has required technical expertise beyond the skills of most community groups or even staff. As the number of development projects grows, staff's ability to assist correspondingly decreases. Dedicated funding for design, plumbing, construction, soils engineering, outreach and language skills leverages community efforts and improves P-Patch ability to meet demand. Although the goal of community directed projects is self-sufficiency, targeted resources and skills can greatly facilitate progress and equity.

The 2009 Capital Investment Plan addresses the intensity of staff time on garden development by proposing the hiring of low-income community members to assist in the construction and development of new gardens. With this assistance, staff will be able to oversee the development and completion of gardens will be possible in a shorter period of time.

- **Youth Gardening:** In 2008, P-Patch is utilizing an AmeriCorps volunteer and 2 % of one staff person's time to develop support for the two ways that youth are typically involved in P-Patches. These include youth service learning projects and community-managed children's gardens created either by P-Patch gardeners or volunteers from local schools or by youth groups.
- **Food Security:** Food Security activities accounted for 14% of staff time in 2008. Activities range from management of gardens for special needs populations to facilitating establishment of food bank gardening. Policy development work includes meetings and development of documents. In 2009, this time allocation will increase with responsibility for coordinating the development of a Food Policy Action Plan for the City.



Belltown P-Patch

WORKLOAD RATIOS

In analyzing the demands of its five programs in the P-Patch *2000-2005 Strategic Plan*, P-Patch staff created an average workload ratio of 10 to 12 gardens per staff. To develop the ratio, staff created a formula to calculate an ideal workload ratio of staff to gardens. The formula enabled staff to analyze site characteristics that determine the amount of time spent on a site. Some of these factors include size of garden, self-sufficiency of site leadership, number of cultural and language groups represented, quality of site resources, and size of the waitlist. Staff then ranked the importance of these factors by assigning them a range of points. For example, leadership development is heavily weighted, because undeveloped site leadership translates to more work for staff. Similarly, multiple cultural groups are weighted because of staff work involved in outreach and interpretation. Staff then ranked each site and totaled the points, which provided a number that demonstrated workload. After translating this number into average gardens per staff person, the ratio was set at 1 staff per 12 gardens.

Garden service levels vary considerably depending on a host of factors. As an example, the Cascade P-Patch located in Cascade Park requires base services like assigning plots and managing the waitlist. This site also has a number of other issues that make it a partially assisted site with a score of 9 (see Appendix J). Because this P-Patch is part of a park, residents frequently call the P-Patch program phone number to report larger park-related issues such as landscape maintenance, use, trash, or homelessness. This requires more administration than non-park-related gardens; the Cascade P-Patch staff person coordinates with Department of Parks and Recreation in these areas and is involved as needed.

In addition, the demographics of the neighborhood are changing, which results in high turnover rates in the garden and more conflicts between old and new gardeners that need to be managed by staff. The site also has multiple children and youth plots with local day care providers, food bank gardening, a demonstration water catchments system, and more than average theft rates due to its high visibility – all which require more staff time.

In practice, staff persons who manage more independently functioning sites are assigned to more gardens than those who manage sites requiring more assistance, including market and youth gardens. Current staff-to-garden ratio, including the working supervisor who also supervises staff, is 1 to 13.27. (Staffing allocation is discussed in the Analysis: Resource Allocation section of this report.)

Table 14. Workload Ratio 2002-2008

	2002	2003	2004	2005	2006	2007	2008
P-Patches*	61	65	70	70	68	69	67
New site or major redevelopment	6	5	4	2	5	5	6
Garden Coordinating Staff**	4.5	4.5	4.5	4.5	4.5	5.5	5.5
Staff per garden***	14.9	15.6	16.4	16	16.2	13.5	13.27

* the year to year sums of existing and new gardens do not match, because many gardens were closed.

**includes working supervisor, does not include .5FTE administrative specialist

***equals the total of P-Patches plus new site and redevelopments divided by staff

STAKEHOLDER FEEDBACK

In addition to the program information described in the previous sections, the Department of Neighborhoods hired a consultant team to gather qualitative feedback from both city staff and community members who have been involved or are familiar with the P-Patches. The goal was to use this information to inform both the analysis of the program and the findings and recommendations. The following section summarizes this feedback.

KEY FINDINGS

Participants were asked to describe the most positive aspects (successes) of the P-Patch Program. Their comments are synthesized below into several broad topic areas, listed in order of frequency with which the topic areas were mentioned.

- **Relationship Building:** People expressed particularly deep feelings for the people they met and the friendships they formed through the P-Patch Program. Participants shared many anecdotes, including one about a gardener who had just completed her final radiation therapy session. “She was gardening when she saw me, and said, ‘I am so happy that you guys built this place.’” Stories like these reflected the profound personal connections that P-Patch users have cultivated working side-by-side in their gardens. “I didn’t go into it to make friends,” one participant said. “But the other gardeners really reach(ed) out. It’s like nothing else I’m involved in.” People described the experience as being life changing, and saw the P-Patch Program as a way to promote a feeling of optimism, and to reflect values of diversity and community.
- **Supportive Staff:** Overwhelmingly, people commented on the quality and supportiveness of P-Patch staff, and felt that they were doing a great job overall. Participants said that it was easy to participate, and described the program as being “user-friendly”. There was an appreciation for the webpage, as well as for the P-Patch Trust. Another appreciated the time that program staff took to come and garden with folks at work party, and then stay a while afterward. Others cited the value of having the community run and manage the gardens, with the help of site coordinators. There was also appreciation for the organic model of site coordinators because it allowed room for changes in leadership.
- **Mental Health, Spiritual Wellbeing:** Many people talked about how the P-Patch made them feel mentally and spiritually. These comments largely centered on things like feeling connected to the soil and to the growing of food, finding refuge, and experiencing self-growth.
- **Source of Food and Economic Security:** Many participants felt that P-Patches were successful because they provided a concrete benefit as a way to grow food and to access fresh vegetables. It is important to note that this was particularly true with gardeners from immigrant backgrounds in agrarian cultures.
- **Sense of Personal Satisfaction:** This theme came up often especially among volunteer site coordinators. They felt a sense of personal gratification knowing that they were providing a benefit to the community and to individual people. While many described the job as being very challenging, they also said that the great reward came

when people – either the gardeners or just passersby – expressed an appreciation for the P-Patches.

- **Skills Development:** Again, this was a recurring theme especially with the volunteer site coordinators. They described the value of the skills they had developed, particularly leadership and interpersonal skills like empathy, patience, and diplomacy as well as an appreciation for the value of sharing.
- **Reflection of Seattle in a Progressive Light:** A few people remarked that the program was a good way to build a positive image for the City of Seattle. People felt that creating a progressive reputation was good for Seattle.
- **Improvement with Department of Parks and Recreation:** There was some discussion of how the relationship with the Department of Parks and Recreation had improved recently, and an appreciation for the work that the P-Patch staff had done to foster this change through better coordination with Parks staff.
- **Lack of Capital Funding:** This was undeniably the most common theme. Participants expressed intense feelings of urgency and frustration over the perceived lack of priority that the P-Patch Program receives in the City budget.
- **Managing and Training Gardeners, Especially for Work Parties:** The self-management model was seen as both a success and a challenge for the P-Patch Program. Getting people to work parties was seen as a big problem, especially by site coordinators but also by other P-Patch users. One person estimated that for any given garden plot, only 10% of people would show up for work parties. Site coordinators also complained of having to spend much of their time monitoring gardener volunteer hours and documenting them properly on P-Patch reporting forms. They cited the need for mentoring and training that goes beyond the standard P-Patch orientation.
- **Theft and Vandalism:** This subject came up often, especially among Lao gardeners. Other related issues included general safety, and the need to have more lighting, and to cut back overgrown trees and shrubs.
- **Need for More Communication and Support, Especially for Site Coordinators:** Notwithstanding the very positive comments about the P-Patch Program and staff, many participants said that there was a need for better communication channels in the P-Patch Program. Participants also said they needed better technical assistance, like someone to help with websites. Overall, there was a desire for more networking and communication, especially among site coordinators and with DON.
- **Site Coordinator Fatigue and Burnout:** Related to the theme above, as well as to the challenges of managing and training gardeners, site coordinators said they felt tired and burnt out. In addition to needing support for site coordinators, people recognized the need to continuously grow new leadership in the community.

Other program issues that were addressed included the need for people who speak languages other than English, better maintenance of the gardens, the lack of affordable land and the uncertainties of leased space, weeds, and the weather.

ANALYSIS

This section provides a discussion of the program's strengths and weaknesses, thereby framing the recommendations outlined in the next section. The Department has taken into consideration the extensive qualitative and quantitative data in the previous pages and identified current challenges and opportunities for the program.

The P-Patch program is one of the oldest community gardening programs in the USA. When measured by the number of gardens in the City and the number of community gardeners or volunteers dedicated to the program, it is also one of the most successful nationwide. Increasing interest in recent years, associated with a rising awareness of local food issues and environmental stewardship, has placed the P-Patch program and its functions in the spotlight. The benefits of growing and eating locally grown food as well as the increased desire to positively impact the environment has placed an emphasis on community gardens.

Seattle's population growth as well as its urban planning decisions of increasing density in urban villages and urban centers has also raised the interest in and the need for active urban gardening space. Higher density development, especially in downtown neighborhoods, has reduced the amount of nearby open space for many community members who look at P-Patches as opportunities to connect with neighbors, enjoy convenient recreation opportunities, and increase their access to healthy foods. As the City undertakes neighborhood planning in transit-oriented communities and updates citywide neighborhood plan implementation, identifying needs and strategies for the development of community garden space is timely.

STRENGTHS

The purpose of the P-Patch Program is to support and promote community based organic urban agriculture and other greening opportunities that are culturally and neighborhood appropriate. Overall, the Program continues to accomplish this goal every year with City resources, partnering with non profit groups and community volunteers.

- **Ability to Leverage Other Resources:** The City of Seattle supports the P-Patch program with direct P-Patch program funding as well as a multi-departmental commitment of in-kind resources. The program has also developed strong partnerships with other City departments, several non-profit organizations, and community volunteers that work to maximize the broader public benefits of the P-Patch program. Volunteer stewardship of the gardens reduces City on-going operations and maintenance costs in right-of-ways, undeveloped properties, and parks. The program's unique and successful collaboration with the non-profit organization P-Patch Trust is a model for partnership between the government and the community. As demonstrated in table 12, the volunteer match to city staff hours is more than 1:1.
- **Public Benefit:** The public benefit provided by the P-Patch program is significant compared to the overall cost of the program. The annual program budget is approximately \$600,000 (see [Table 9](#): Budget, and [Table 12](#): Staffing) which primarily covers staff costs. In 2008, this investment leveraged approximately 15,500 hours of volunteer time stewarding neighborhood open space, which is equivalent to seven full

time staff, or an additional \$600,000 in volunteer labor. These volunteer hours sustain neighborhood open space that benefits the whole city. A clear example is the average of 12 tons of produce grown, harvested, and donated by volunteers to local food banks and hot meal programs annually. They also have produced indirect cost benefits to public safety. Anecdotal information consistently highlights the positive active use of street right-of-ways and park spaces as curtailing illegal activities in neighborhoods, though this benefit has not yet been quantified.

Additionally, community partnerships provide funding opportunities for direct P-Patch program enhancements such as food bank gardens and capital funds for land acquisition. Since the City has not designated ongoing capital funds for garden development and acquisition, the majority of today's gardens were developed with private funds. Since 1988, many communities have used the Department of Neighborhoods' Neighborhood Matching Fund to develop P-Patch gardens. Likewise, gardens are maintained almost entirely by volunteers. The City provides minimal funding support for ongoing maintenance needs, instead offering low cost public land and staff support to encourage garden stewardship and growth led by the community. This model of successful city-community funding partnerships puts the program at the forefront of similar regional and national programs.

Furthermore, this program is relatively unique in terms of the types of services provided. alternative programs that offer similar or duplicative services are rare in Seattle, which further supports the significant public benefits provided by P-Patch.

- **A Plan for Capital Investments:** In November 2008, the Seattle voters passed a Parks and Green Space Levy that designated \$2 million from levy revenues for the acquisition and development of community gardens. In response, the P-Patch program developed a strategic Capital Investment Plan that maximizes the return on the dollar in terms of number of new gardening plots, as well as fitting the program goals. Criteria used in prioritizing the proposed sites are areas:
 - a) where waitlist demand is high,
 - b) that have high population density,
 - c) that create access for under-served populations, and
 - d) that provide leveraging opportunities for garden development versus acquisition.The strategy and underlying assumptions provide a strong foundation for development of P-Patches beyond this funding source.

A map of this budget allocation illustrates the geographic distribution of P-Patch gardens and proposed sites for new development. (See Appendix K: Map 1. P-Patch Community Gardens).

- **Low Cost Use of Unbuildable City Owned Property:** The P-Patch program provides direct avenues to meet many of the City's planning goals. Planning and open space needs of communities can be addressed by leveraging Park land with P-Patches. Street right-of-ways are also more effectively used through partnerships with P-Patches. Public safety issues in a community are often addressed by utilizing inactive space as P-Patches, bringing positive and regular public activity into the area.
- **Support of Health Initiatives:** The P-Patch program plays a key role in community-wide efforts to address food security. Community gardens increase access to healthy and inexpensive food; the 2007 Gardener Survey shows that program-wide, 36% of gardeners get 50% or more of their produce needs from their P-Patch during the months

of April to October. Gardeners also share their produce throughout the program through mobilization and organizing efforts by volunteer site coordinators with staff support. On average, 40% of gardeners make food bank donations at least once a month, a figure which includes the 9% who give weekly. This results in a significant impact of food security, with more than 12 tons of fresh, organic produce donated to food banks annually.

Indirect public health benefits of P-Patches that have not been quantified, however, they are recognized by official reports and programs within the public health field. Gardening is part of larger regional health strategies of encouraging physical activity to reduce the nation's striking increases in obesity. This level of physical activity also benefits seniors and those with physical limitations. P-Patch gardens also benefit the mental health of gardeners through the activity itself as well as restorative spaces where community members can reduce stress.

- **Support of Environmental Protection:** P-Patch Community gardens provide significant environmental benefits that include local food production and distribution, expansion of open space and green areas, and environmental education programs about organic gardening, low water use landscaping, urban compost systems, and sustainable food systems. These benefits and the community-building benefits of the P-Patch program link directly to the City's Climate Action Now agenda of reducing greenhouse gasses through transportation choices, encouraging compact communities, and promoting clean energy and conservation, community engagement, and leadership. P-Patches are also integrated with the 2008 Parks Levy, which provides \$2 million to enhance these opportunities.

In addition, school partnerships in the P-Patch program provide experiential learning sites for nutrition and environmental education. Schools use the gardens for service learning opportunities and some have curriculum that use P-Patches for math and science lessons.

WEAKNESSES

While the P-Patch Program clearly provides significant public benefits to the community, there are specific areas where program improvements are needed. These areas include management of demand, resource allocation, strategic planning and performance measurement, and communications, and administration.

Demand Management

The focus on national and local environmental issues has catapulted the P-Patch program into the spotlight, and the Department of Neighborhoods must find ways to address the growing demands on space and integration with other health, environmental, economic, and social benefits. There are three main issues impacting the demand for community gardens including the P-Patch waitlist, the lack of gardens in high density neighborhoods, and disparities in access to gardens across the city.

- **P-Patch Waitlist:** The demand for community garden plots has steadily increased over the past five years, with the waitlist peaking at over 1,700 requests in 2008. Even after plot renewal processes updated the waiting list in January 2009, 1,328 City residents awaited plot assignment, and by the end of March 2009 the waitlist approached 1,700

again. The waitlist represents almost as many participants as the program currently engages in all 67 gardens. The process is critical to the program as it is the only method available to identify participants and allocate plots. However, the mechanics of the waitlist make the process cumbersome for participants and inefficient for staff. Additionally, the waitlist reflects, but does not address the growing demand for garden plots.

- **Increasing Urban Density:** As density increases in urban villages and urban centers, housing design shifts to town homes, multiplexes, and high-rises, increasing the need for creative uses of public open space including community gardens. Densely populated areas of the city have few P-Patches relative to population, which includes Capitol Hill, First Hill, the ring of neighborhoods around Lake Union, Admiral, West Seattle Junction and Ballard. Urban villages, areas targeted for growth, also have relatively few P-patches. See Appendix K: Map 2. P-Patches in Relation to Total Block Population Census 2000.
- **Disparities in Program Access:** Through the lens of the Mayor's Race and Social Justice Initiative (RSJI), the P-Patch gardener survey results (See Table 7: Racial Demographic of P-Patch Gardeners) tell us that there are barriers to accessing and benefiting from the community garden program for certain populations. The City's Race and Social Justice Initiative directs departments to assess equitable access to information, programs and resources for all Seattle residents. In comparison to City overall demographics there is a disproportional lack of participation of communities of color except for Asian and Pacific Islander populations. The program is also aware that certain ethnic groups within the larger categorization of Asians and Pacific Islanders are also not represented in its gardener population. Outreach and organizing in under-served communities is staff intensive due to language and cultural barriers, economic privileges of leisure time, and for some refugees, a lack of understanding and trust of government learned from personal experience. Relationship building is key to successful organizing, requiring more staff time and continuity. The P-Patch program has conducted some targeted work in these communities, requiring more on-going support for residents who have fewer resources and less capacity to navigate the City systems.

Addressing these key drivers of demand; waitlists, relatively dense geographic areas, and disparate access, is complicated by cost and availability of land, political and societal interest, and staffing intensity. Additional drivers of demand and strategies to meet them should be identified and analyzed through a strategic planning process.

Resource Allocation

Program resources tend to be allocated according to a reactive strategy; staff time is flexed according to emerging needs and community requests, public safety issues that emerge, popular and political attention, and the unpredictability of access to capital funds. The program has no defined methodology to help staff and supervisors determine allocations in a pre-planned manner. The complexity of garden management and staffing is an area in need of further analyses to develop a more effective program plan. The program capacity to conduct resource allocation (plots, land management, and staffing policies and procedures) is dependent on the ability to improve program information tracking and to provide web-based access to the database (internal), applications (external), and general information. The P-Patch program leverages resources with specific volunteer opportunities that attempt to provide and ensure a quality experience for the volunteer, while enhancing the impact of their specific projects, volunteer role, and the impact to the mission of the program. The P-

Patch program and the Department of Neighborhoods as a whole has a lack of resources for on-going analysis and evaluation, as well as for database and technology improvements.

- **Allocation of Plots to Residents:** Plot allocation procedures must balance requests with the City's commitment to equity issues. In analyzing the waitlist, the highest number of requests is in the north end of the City where there are fewer gardens. Densely populated areas not only require greater open space needs, but customer demand is also concentrated because of fewer single-family homes with potential garden space.

The waitlist and geographic population statistics are the only data tools the P-Patch program uses to guide the development of new gardens. Popular demand and resulting political pressure often drives garden development, independent of these two criteria. At the same time, P-Patch partners closely with Seattle Housing Authority to reach focused populations in response to its awareness of under-served populations.

Some gardeners have access to P-Patch plots for very long periods. There is a tension between managing the sustainability of gardens and low maintenance with stable and experienced plot owners, and the ever-increasing waitlist. Some community feedback includes suggestions that gardeners should have term limits, however, there are a few pros and cons to consider such as the importance of maintaining friendships and acquaintances, building communities and the development of neighborhoods, keeping a healthy culture that provides for both the old and the new. If this strategy is employed, additional support in resources, operations and maintenance will be needed.

Gardeners have varying numbers of plots allocated. The number of food bank gardening plots also varies among gardens. This may not provide the most efficient distribution of resources in reaching the larger program goals and needs analysis. Recently, in recognition of the historic practice that partially attributes to inequity of plot assignments and the rapid growth of the waiting list, the P-Patch program issued a program-wide request to gardeners to voluntarily cede extra plots if they were gardening more than one. This resulted in a number of gardeners vacating extra plots to allow new gardeners to join their gardens.

- **Property Acquisition and Development:** Although strengths of the program include the leveraging public land and developing properties with private landowners, the necessity to focus on these innovative partnerships comes from the lack of consistent capital funding to support a steady growth of gardens, and the prohibitive price of land in urban areas. Capital funds for P-Patch acquisition and development have been historically designated as a result of advocacy for specific community-driven projects. Therefore, they tend to be sporadic investments. Given this, the program has remarkably balanced these opportunities with targeted goals of the program, especially around developing gardens that serve densely populated and low-income neighborhoods.
- **Staffing:** Since its inception, the program has facilitated acquisition, development, and management of community gardens. As community managed open spaces, P-Patch staff and gardeners put a premium on self-reliance, and try to find resources and skills within gardens or neighborhoods to maintain and manage them.

At the same time, each garden requires basic services such as plot application management, waitlist management, and various levels of outreach. In addition, there are other service level requirements that are contingent on each garden's unique set of conditions. To provide a better understanding of these more complex needs, staff categorized them into two broad categories: ongoing services and intermittent services.

They then ranked each garden according to the number of issues that fell into either of the two categories to provide a service level score for each garden.

Ongoing services above baseline levels include activities that fall into four categories: garden administration, plot management, outreach, and alternative garden models (i.e. market gardens). Intermittent services include the following nine categories: waitlist turnover, new gardens, leadership, public safety, infrastructure, projects funded with NMF, multipurpose gardens, and high demand. (Appendix J: Garden Service Levels and Staffing). Scores relate to an FTE equivalent. Gardens with higher scores have more complex issues that require extensive staff time. These service level scores are the basis for the department workload ratio, and strongly influence how staff are allocated among gardens. Given this, issue-driven allocation of staffing is reactive and difficult to plan in advance. Another consequence is that staff may spend more time addressing individual issues that are intermittent and resource intensive rather than creating longer-term strategies that may reduce or eliminate the issues. This contrasts with a primary goal of the program: to help develop sustainable, effectively managed, self-reliant gardens. Inherent in these assumptions is the 2000-2005 Strategic Plan workload ratio recommendation of 1 staff person to 12 gardens; the current program workload of 1 staff person to 13.27 gardens.

Along with Appendices J and L, Appendix H: Graph H.1:Garden Service Needs illustrates the range of issues at each garden and their service and staffing levels. The complexity of the service level needs speaks to the necessity for the program to conduct further analysis and develop a strategic plan to more effectively address the needs and focus work towards the larger program goals.

Strategic Planning and Performance Measures

The strategic plan for the program is four years out of date. Although the original plan provided solid values and goals that were able to guide the P-Patch program well past the five year plan, there has been no subsequent planning process which has identified targets for growth, assessment of need, or the strategies to reach those goals and meet the needs. The P-Patch program has done well overall, despite the lack of tracking guidelines and setting of benchmarks. However, this makes consistent and meaningful evaluation difficult. It also limits the Department's ability to develop plans for improvements, adopt best practices, and increase performance. Benchmarking would demonstrate how the program's performance compares to other programs, which would, in turn, support program changes, set best practices, and update standards. The P-Patch program is seen as a leader in community garden programs in the United States, and has the potential to serve as a model to other cities. Without a strong planning and evaluation element, its position for national leadership falls behind and loses opportunity.

Currently, little data is available to measure and evaluate how the program performs each year. For this evaluation, staff has developed some tools for analysis based on available data. However, because these analysis tools are designed after the fact and are missing key information, alignment between key issues such as demand, budgeting, and staffing, has been difficult to analyze.

Communications and Administration

Increased grass roots and political interest in the last few years has drawn the P-Patch program into increased visibility. However, the program's information and marketing tools are out of date and do not illustrate the strengths or potential of the program. For example, P-Patch does not use web-based applications as a primary method to share information or educate the public. Improved technology-based communications would allow the program to respond and support P-Patch program goals and objectives as increasing interest in environmental issues and food systems emerge. Stronger communications tools could assist in increasing understanding as well as strengthen community action, steady volunteerism, funding, and political support.

The Department has not grown its management and administrative capacity despite the overall increase in the number and complexity of community gardens. Infrastructure and technical needs have created inefficiencies in staffing. For example, two staff persons are located in the field and stationed at a nearby neighborhood-based office, however they do not have the ability to access the program database. They must collect data in hard-copy formats and travel to the downtown office to input data at shared workstations. This lack of technical infrastructure also limits the program's ability to keep up with public expectations for technological access. Currently, there is no way to conduct plot application processes via the website or conduct website-based fee collections which other City departments have instituted.



RECOMMENDATIONS

The following are recommendations based on the current findings of this evaluation. They are by no means exhaustive, and are intended to serve two general purposes: 1) to inform the strategic planning process that will better define the direction and scope of program changes; and 2) to guide the program through the next year or two.

P-Patch program operations are so integrated that analysis of discreet work areas has been challenging. The recommendations in this section attempt to identify individual issues and actions that enable a consistent method to analyze and evaluate the program. In addition, it is understood that each issue and action may directly affect other program services and needs to be carefully considered for the program in its entirety. There are 38 specific recommendations presented below and summarized in the Appendix M.

I) STRATEGIC PLANNING AND PERFORMANCE MEASURES

The P-Patch program should undergo a strategic planning process that will integrate current opportunities and demands to maximize success. Since the last strategic planning in 2000, which resulted in a plan for 2001-2005, many changes have occurred in Seattle and over the nation. Though the mission and values of the program continue to guide the program, new goals and strategies should be developed that take advantage of current public and political interests. Our vision for the P-Patch program must incorporate global changes in environmental awareness, the current economic downturn and its impacts which we have not faced since the Great Depression, and the amount of growth and density in Seattle today and predicted to come. These major changes in the planning landscape and the culture of our society present us with serious challenges as well as opportunities for innovation.

Issue Area	Problem Description	Recommendations
Strategic Planning and Performance Measurement	SP 1: Largely anecdotal information is available regarding public benefits of community gardens.	SP 1 Rec 1: Conduct a public benefit analysis based on the program's capacity to use gardens to <ul style="list-style-type: none"> - meet health initiatives - maximize low cost use of unbuildable City-owned property - support environmental protection. SP 1 Rec 2: Develop cost-benefit criteria that informs program funding, land use policy, public access to resources, and staffing allocations.
	SP 2: Land values are high and available land in areas of density are limited	SP 2 Rec 1: Include options to address expansion of community garden space in developing areas in urban planning policies. SP 2 Rec 2: Identify long term goals of the P-Patch program (example total acreage or plots per population) that link to comprehensive plan.
	SP 3: Program operates in a reactive mode responding to emerging opportunities	SP 3 Rec 1: Set program goals that align with growth management goals and increasing population needs for community gardens. SP 3 Rec 2: Identify additional drivers of demand for community gardens outside of wait list and population statistics.
	SP 4: Workload ratios need to be updated	SP 4 Rec 1: Conduct more detailed analysis of garden service needs to estimate workload ratios and provide better guidance of staffing needs. A staffing methodology should be defined.

Issue Area	Problem Description	Recommendations
	<p>SP 5: The P-Patch program needs to establish overall and annual goals and targets for community garden needs.</p>	<p>SP 5 Rec 1: Establish clear policies on how many gardens are needed across the city, what the program's minimum service level goals are so that DON can compare performance each year. With the approval of the Parks Levy in 2008, which includes funding for P-Patches, this task will be critical to how funds are used. A ratio of acreage to population density would help in guiding resource allocation so that residents have access to community gardens within a defined radius of their housing.</p> <p>SP 5 Rec 2: Establish benchmarks and tracking systems for program management and on-going performance evaluation</p>

II) DEMAND MANAGEMENT

The P-Patch Program has limited ways to identify demand which can limit the program's ability to develop more effective and equitable strategies for management. In addition, increasing demand for gardens outpaces funding or other garden expansion opportunities. The program should develop options to address the waitlist, even if this does not result in elimination of the waitlist. The City has a finite number of properties suitable for P-Patches, and alternative strategies are needed to address the need for community gardens, such as community partnerships to identify more opportunities such as garden sharing.

Issue Area	Problem Description	Recommendations
<p>Demand Management</p>	<p>DM 1: The waitlist for garden plots is almost equal to the number of available plots in the program's inventory.</p>	<p>DM 1 Rec 1: Revise waitlist procedures, review program policies around plot allocation</p> <p>DM 1 Rec 2: Review development of term limits or public benefit requirements for gardeners related to plot allocation</p>
	<p>DM 2: P-Patch gardener demographics are not representative of the City's population and the neighborhood population.</p>	<p>DM 2 Rec 1: Conduct a GIS analysis to identify underserved areas of the city.</p> <p>DM 2 Rec 2: Conduct study to identify lack of interest or barriers to access for under-represented populations</p>

Issue Area	Problem Description	Recommendations
	DM 3: The City has a finite number of properties suitable for P-Patches, and alternative strategies are needed to address the need for community gardens	<p>DM 3 Rec 1: Inventory available public land, prioritize sites and evaluate development options. This analysis should take into account smaller parcels of land that might not accommodate a traditional P-Patch, and should include a gap analysis.</p> <p>DM 3 Rec 2: Expand partnership opportunities with community groups for garden sharing and more housing, faith-based, community development association, and non-profit landowners</p>

III) RESOURCE ALLOCATION

Ability to Leverage Other Resources

Funding: The P-Patch program should follow the recommendations outlined in the 2009 Strategic Framework which strategically maximizes the opportunities for plot development with other values and goals, giving the City and our taxpayers the best return on investment. ([Appendix O. Capital Investment Plan](#)). Regardless of funding source, the investment plan provides a strong guide for P-Patch development strategies over the next two years. It can be expanded beyond the immediately identified properties to encompass upcoming opportunities. At the same time, those same strategies for leveraging need to be strengthened. Increasing the program’s relationships with other property owners requires time for relationship building and alignment with multiple agendas. This planning strategy should be formalized, setting criteria that will enable the program to respond quickly to emerging opportunities.

Land: An inventory of City properties will help to identify those land opportunities already controlled by the City. However, developing stronger partnerships with other public and private landowners, such as low-income housing developments, and community groups to identify garden sharing opportunities will leverage greater results in grass roots sustainability.

Community-Based Resources: The P-Patch Program should build stronger community partnerships and increase support and capacity building of those community groups to maximize long term strength in volunteer site coordination, ability to manage P-Patch other related programs, volunteers, and fundraising. A more in-depth analysis of the value of community partnerships may elucidate the leverage value of the City’s investment in the program.

Staffing

The P-Patch Program should build on the strong customer service reported by community members and better manage gardens by evaluating staffing allocation. In addition, investment in establishing technology-based administrative procedures can be streamlined to free up staff time for more focused program outreach, volunteer mentoring, and garden management.

As the program increases focus on programs that serve populations with limited capacity, it increases the need for capacity building of those populations. This work is staff intensive and requires planning and resource allocation.

The P-Patch Program should build the capacity of the P-Patch Trust to support gardeners and gardens will develop community-based staffing to leverage City-funded positions.

The Program should also improve alignment between staffing allocation and garden service needs through more in-depth analysis. It should improve performance tracking as mentioned above to inform improvements in staffing and clarifying guidelines for staff to garden ratios.

Issue Area	Problem Description	Recommendations
Resource Allocation	RA 1: Improvements to Leveraging Resources	RA 1 Rec 1: Formalize the 2009 Capital Investment Plan as a guide for development strategies over the next two years. RA 1 Rec 2: Inventory of City properties and analysis of potential for community gardens. RA 1 Rec 3: Develop stronger partnerships with other public and private landowners, such as low-income housing developments and garden sharing.
	RA 2: Minimal training and technical support provided to community groups and individuals	RA 2 Rec 1: Create an outreach strategy for program to include increased field time. RA 2 Rec 2: Formalize training strategy for staff to include facilitation and conflict resolution. RA 2 Rec 3: Create training strategy for volunteers to include gardening skills.
	RA 3: Community partners have limited capacity to increase their roles in partnership	RA 3 Rec 1: Build stronger and new Community Partnerships to support operations and maintenance of community gardens, and maximize their impact on food systems and food security. RA 3 Rec 2: Invest in building the capacity of the P-Patch Trust to support gardeners and gardens – steady stream of interns facilitated by the City, organizational development. RA 3 Rec 3: Invest in community organizing and community capacity building to reduce City operations and maintenance costs in the long run.

IV) COMMUNICATIONS AND ADMINISTRATION

Communications

The P-Patch program website can be expanded to improve customer service and access to information.

Traditional marketing and communications strategies should be updated to produce materials to educate the public about community gardening, improve access for under-served communities, and engage people in P-Patch gardening to improving neighborhoods, addressing climate change, and building healthier communities.

New outreach strategies should be developed to improve engagement of under-represented populations and develop program improvements to address their needs.

DON should develop a coordinated interdepartmental team that meets regularly to better address issues that inadvertently create barriers for community garden development, and better communicate with volunteer gardeners.

Administration

The P-Patch program should improve performance measures and program tracking for staff management of demand and allocation of resources and force a more structured and systematic review of the program, create more accountability, and ultimately improve overall administration of the program.

DON should develop consistent ways to measure the programs strengths and weaknesses. Performance measures should include analysis of staffing, volunteer participation, garden success, etc.

The P-Patch program should invest in technological capacity to improve customer services through web-based application and payment processes, improved communications strategies and community organizing through social networking. Web-based program database systems would increase efficiency in staffing time so that staff can access and input information from remote locations, thereby reducing travel time.

Issue Area	Problem Description	Recommendations
<p style="text-align: center;">Communications and Administration</p>	<p>CA 1: No benchmarking or program tracking to compare program to others</p>	<p>CA 1 Rec 1: Develop benchmarking standards and annual process. Revise data collection procedures to track relevant data. Should include analysis of staffing, volunteer participation, garden success.</p> <p>CA 1 Rec 2: Develop biannual training sessions on benchmarking for management and supervisory staff.</p> <p>CA 1 Rec 3: Complete a strategic planning process that incorporates benchmarking procedures for the program and update every five years.</p>
	<p>CA 2: No standard performance measures to enable routine and consistent review of program performance</p>	<p>CA 2 Rec 1: Develop performance measures and revise data collection procedures to track relevant data.</p> <p>CA 2 Rec 2: Develop biannual training sessions on PMs for management and supervisory staff.</p> <p>CA 2 Rec 3: Complete a strategic planning process for the program that includes procedures for annual PM development and update every five years.</p> <p>CA 2 Rec 4: Develop standard operating procedures for key staff functions and standard outreach strategies for each garden type.</p> <p>CA 2 Rec 5: Review, update, and disseminate to customers P-Patch operational policies and procedures.</p>
	<p>CA 3: Lack of communication and coordination with other City departments</p>	<p>CA 3 Rec 1: Establish an IDT to include Parks, SDOT, SPU, SCL, FFD, and SPU, and meet biannually or as needed.</p> <p>CA 2 Rec 2: Establish MOUs between DON and other departments as guidelines for P-Patch development and operations.</p>
	<p>CA 4: Administration of program data and procedures is inefficient</p>	<p>CA 4 Rec 1: Convert P-Patch database to web based system that can be used on site and by the public.</p>

Issue Area	Problem Description	Recommendations
	CA 4: P-Patch communications and marketing is outdated and inaccessible for some populations	CA 4 Rec 2: Update website for improved links to resources and other City initiatives related to P-Patches, Urban Agriculture, and Food Systems. CA 4 Rec 3: Update communications materials and translate appropriate documents into top tier languages. CA 4 Rec 3: Develop new outreach strategies for under-served and under-represented populations, including information gathering on reasons for lack of participation.

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Appendix A: Consultants

In April and May of 2008, the Department of Neighborhoods contracted with a team of consultants to conduct an evaluation of the P-Patch Program. The team of consultants was coordinated by Cheung and Associates. The consultant team consisted of: George Cheung, Soya Jung Harris, Gabriela Quintana, and Xuan-Trang Tran-Thien

George Cheung is Founder and CEO of Lopez & Cheung, Inc., a public affairs consulting firm specializing in social science research, demographics and civic engagement. George founded and served as first Executive Director of Equal Rights Washington, the state's largest LGBT advocacy organization. Prior to his consulting work, George served as a civil rights investigator for several state agencies and completed a Masters in Public Policy at Harvard's Kennedy School of Government.

The following samples from the Lopez and Cheung portfolio:

Client:	Massachusetts Commission Against Discrimination (MCAD)
Project Name:	Towards An Integrated Approach to Fair Housing Enforcement
Client:	U.S. Equal Employment Opportunity Commission (EEOC)
Project Name:	Civil Rights Agency Website Analysis
Client:	Greater Boston Real Estate Board
Project Name:	Fair Housing Continuing Education for Realtors ®
Client:	Puerto Rican Legal Defense and Education Fund (PRLDF)
Project Name:	2000 Puerto Rican Demographic Atlas
Client:	Statewide Poverty Action Network (SPAN)
Project Name:	The Civic Engagement Data Enhancement Initiative
Client:	HUD Office of Policy Development & Research (PD&R) and National Capacity Coalition for Asian Pacific American Community Development (CAPACD)
Project Name:	Fair housing Assessment for API-Serving Organizations.
Client:	National Gay and Lesbian Task Force (NGLTF)
Project Name:	Same Sex Household Demographic Analysis
Client:	Raising Our Asian Pacific Islander Representation (ROAR)
Project Name:	Washington State Asian Pacific Islander (API) Civic Census
Client:	Zipcar, Inc.
Project Name:	Demographic Analysis for Access Points, Boston & DC
Client:	National Association of Latino Elected Officials (NALEO):
Project Name:	2002 Los Angeles County Voter Registration Drive

Appendix B: Invitation Letter to Participate

April 10, 2008

Dear (P-Patch Gardener),

Nếu quý vị cần dịch vụ thông dịch, xin gọi Xuân-Trang Trần-Thiện,
(206) 769-7569

需要中文翻譯

請電：George Cheung, (617) 290-1818

Si usted necesita interpretación, por favor llame a Gabriela Quintana
206-240-8250.

Hadii aad u baahan tahay turjumaan luuqada Soomaaliga, waxaad nagala soo xiriirtaa halkan Mai Nguyen
(206) 684-0359

**በአገርኛ የስተርጓሚ አገልግሎት ከፈለጉ በ Mai Nguyen at (206) 684-0359
ቴሌፎን ያድርጉልን።**

The P-Patch program is a hallmark of the City's partnership with community members. This year marks the 35th anniversary for the P-Patch program. It is a great time for us to review, revise, and improve our programs in an ever-changing environment.

I'm writing to you to request your participation in a focus group concerning our P-Patch program and services. As someone who has worked with the P-Patch Program, you have insight into this important program that provides a unique public benefit to our city. Your feedback will help us improve our services and be more responsive to the needs of Seattle neighborhoods.

To that end, we are partnering with an independent research consultant, Cheung and Associates, to host a series of focus groups around the city. We invite you to share your experiences with the P-Patch Program and provide your suggestions for changes and/or improvements. The neighborhoods with date and time are as follows:

Date	Time	Location
Tuesday, April 22, 2008	6 pm – 8 pm	North Seattle
Saturday, April 26, 2008	6 pm – 8 pm	South Seattle

We will provide a light meal, reimbursement for transportation expenses and on-site child care upon request.

Please note RSVP is required; the focus groups are limited to 12-15 participants per session. Please let us know which date will work best for you by contacting Judy Brown at judy.brown@seattle.gov or (206) 684-0714. Our coordinator will then provide you with the exact location.

Once the results are compiled and analyzed by the consultants, the information will be available in July. Thank you for considering this important request. Your input is highly valued.

Sincerely,
Stella Chao, Director
Department of Neighborhoods

Appendix C: Sample Focus Group Moderator's Guide

Department of Neighborhoods - Focus Group on P-Patch Participants

Prepared by George Cheung

Welcome

"Welcome! My name is (NAME OF MODERATOR) and I'll be moderating this focus group today. You have been selected from (METHOD OF SELECTION) to share your ideas on the P-Patch Program. The City of Seattle is interested in hearing your thoughts in order to improve this program, which is now in its 35th year.

At this time, I'd like to introduce (NAME OF CO-MODERATOR/NOTETAKER). They will be helping me run this focus group to make sure we maximize our time together. Also, with your consent, I'd like to tape record this session. Please be assured that your responses will be kept confidential. Finally, as moderator, I want to make sure that everyone gets a chance to participate. I may, from time to time, move the conversation along – so that those who have not spoken can share their thoughts. With that said, let's begin!"

Opening

1. Tell us your name, where you live, and your how many years you've been at your P-Patch.

Introduction

1. Let's take a minute to describe your perfect urban gardening experience. What are the most important elements of that experience? (More about experience rather than experience with P-Patch)

Key

1. Think back to the when you first got involved with the P-Patch Program. What led you to apply?
2. EXERCISE: In front of you, there is blank index card. Please take 1 to 2 minutes to answer the following question in one sentence or two.

If you were to describe the P-Patch Program to someone who was not familiar with it, what would you say?

3. What are the most positive aspects of the program?
4. What is the biggest challenge in participating in the P-Patch Program? (PROBE: How did you overcome this challenge?)

Ending

1. EXERCISE: We are going to do another quick exercise. Please turn over your index card and take 2-3 minutes to answer the following question: If you were in charge of the P-Patch Program, what would be the first change you would make that could be implemented right away?
2. (GIVE SUMMARY OF SESSION). Did we miss anything?

Appendix D: P-Patch Fact Sheet

P-Patch Fact Sheet – 2008

Players	<u>P-Patch Program</u> Department of Neighborhoods 700 5 th Ave Ste 1700 684-0264		<u>P-Patch Trust</u> Non-profit Board 9 Board Members
Staff	6 fte 15,000 volunteer hrs – gardeners		1200 volunteer hours – Board members .5 fte
# sites	67 P-Patch sites (6 more in design and development)		
# plots	1900 + plots		
# gardeners	4000 + gardeners		
Site statistics on the 75 P-Patches			
Oldest	Picardo – 2.5 acres		Newest- Dakota
Largest	Thistle—3+acres		No of Sites w/ accessible raised beds- 18
Smallest	Pelican Tea – Collective		Sites In development- 7
Number of Market Gardens – 2 & one in development			
Plot sizes, fees and program facts			
\$34 – \$45 – \$67	10 x 10 – 10 x 20 – 10 x 40	<ul style="list-style-type: none"> • 8 hrs of P-Patch time required to maintain public areas of gardens • Special Program for low income immigrant gardeners; • Plot Fee Assistance for those who can't afford plot fees 	
City owned		Other ownership	
<ul style="list-style-type: none"> • Parks – 22 (shared ownership w/ Hillman) • Street ROW – 8 • City Light – 5 • DON – 6 (shared ownership w/ Judkins) • Fleets & Facilities – 1 		<ul style="list-style-type: none"> • Seattle Housing Authority – 14 • Leased from private landowner – 8 • Metro/ King County – 2 • P-Patch Trust – 6 (includes part owner of Hillman City/ Judkins) • School District –1 	

<p>Description of gardeners (from 2007 survey)</p> <ul style="list-style-type: none"> • Income: 55% are low income • Ethnic groups: 20 % of P-Patchers are people of color • Apartment dwellers: <ul style="list-style-type: none"> ○ 48% live in multifamily dwellings ○ 77% have no gardening space where they live • Donations to food bank :40% of gardeners donate at least once a month
<p>Volunteer Contribution: In 2008 gardeners contributed 15,500 hours. This works out to 7 full time people, or valuing the contribution at \$15/ hour, it equals \$221,160.</p>
<p>Waiting lists/Demand</p> <p>1200+ people on waiting list at end of year 2008</p> <p>At sites with low demand: waiting time is less than 3 months</p> <p>At high demand sites with little turnover: waiting time may be up to 3 years</p> <p>Annual turnover across whole program averages 22%</p>
<p>Priority areas for additional sites</p> <p>High demand/high priority areas where housing density is high or increasing: Queen Anne, Interbay, Capitol Hill, Wallingford, Fremont, north half of West Seattle, Lake Union, Belltown, Ballard, Greenwood, West Seattle</p>
<p>Food Bank donations: 7-10 tons of fresh produce donated by gardeners, annually</p>

Property/ Ownership	Buil d date	Location
Seattle Dept of Neighborhoods		
Judkins (DON/ PPT)	1986	24th Ave S / S Norman St
Squire Park	1995	14th Ave / E Fir St
Roosevelt	2003	7012 12th Ave NE
Brandon Orchard	2004	47th Ave S / S Brandon
Hawkins Garden	2005	E. Jefferson & MLK
Spring Street - construction	2009	E. Spring and 25th Ave
Private –P-Patch Trust		
Pinehurst	1976	12th Ave NE / NE 115th St
Hillman City (Parks/ PPT)	1994	46th Ave S / S Lucile St
Greenwood	1997	345 NW 88th St
Fremont	1998	N 40th St / Woodland Park Ave N
Hazel Heights - construction	2009	Baker Ave NW & NW 42nd St
Seattle Parks and Recreation		
Picardo Farm	1973	2600 NE 82nd St

Interbay	1974	15th Ave W / W Armour St
Colman Park	1974	3098 S Grand St
Jackson park	1974	10th Ave NE / NE 133rd St
Delridge	1974	5078 25th Ave SW
Magnuson	1977	7500 Sandpoint Way
Good Shepherd	1981	4698 Bagley Ave N
Eastlake	1981	2900 Fairview Ave E
Bradner Gardens	1987	29th Ave S / S Grand St
Queen Anne	1994	3rd Ave N / Lynn St
Belltown	1994	Elliott Ave / Vine St
Cascade	1996	Minor Ave N / Thomas St
Thomas St Gardens	1996	1010 E Thomas St
Marra Farm	1997	4th Ave S / S Director St
Queen Pea	2002	5th Ave N/ Blaine St
Thyme Patch	2003	NW 58th St / 28th Ave NW
Longfellow Creek	2003	25th Ave SW/ SW Thistle
Linden Orchard	2003	Linden Ave N / 67th St
Lincoln Park Annex (Solstice Park)	2004	7400 Fautleroy Wy SW
Oxbow	2004	6400 Corson Ave. SW
Maple Leaf	2007	5th Ave NE & NE 103rd
John and Summit - design	2009	16th Ave E & E. John
Private		
Ballard	1976	24th Ave NW / NW 85th St
Republican	1986	20th Ave E / E Republican St
Burke Gilman Gardens	1989	5200 Mithun PL NE
Idamia Garden	1994	E Madison St / Lake Washington Bv E
Haller lake	1998	13045 1st Ave NE
Immaculate	1998	18th Ave E / E Columbia St
Climbing Water	2006	Dearborn & Hiawatha
W. Seattle Christian - design	2009	SW Genessee & 42nd Ave SW
Seattle Transportation		
Ravenna	1981	5200 Ravenna Ave NE
Estelle	1990	3400 Rainier Ave S
Phinney Ridge	1991	3rd Ave NW / NW 60th St
Courtland Pl	1999	S Spokane St / 36th Ave S
Mad - P	2001	30th Ave E / E Mercer St
Pelican Tea Garden	2001	E Mercer St / 19th Ave E
Beacon Bluff	2002	S Mass St at 15th Ave S
Angel Morgan (SDOT, King County)	2004	42nd Ave. S/ S. Morgan

Seattle City Light Owned		
Thistle	1974	M L King Jr Wy S / S Cloverdale St
Snoqualmie	1974	13th Ave S / S Snoqualmie St
Evanston	1974	Evanston Ave N / N 102nd St
Ferdinand	1982	Columbia Dr S / S Ferdinand St
New Holly Power Garden	2003	Holly Park Drive S/ S Othello
Seattle Fleets and Facilities		
Hillside	2001	MLK Jr Wy S / S McClellan St
Seattle Housing Authority		
Yesler Terrace Ballpark Garden	1995	8th Ave S / S Washington St
Yesler Terrace Playground Garden	1995	10th Ave S / S Main St
High Point. Juneau Community Garden	1998	32nd Ave SW / SW Juneau St
High Point Juneau Market Garden	1999	32rd Ave SW / SW Juneau St
New Holly Youth & Family Garden	2000	32nd Ave. S/ S Holly
New Holly 29th Ave Garden	2001	29th Ave S / S Brighton St
New Holly Lucky Garden	2001	Shaffer Ave S / S Holly St
Yesler Terrace Freeway	2005	I-5 / Main
New Holly Rockery Market Garden	2005	Holly Park Dr S & S 40th
New Holly Rockery Community Garden	2005	Holly Park Dr S & S 40th
Rainier Vista Snoqualmie Park Senior Garden	2006	29th Ave S and S Snoqualmie St
Rainier Vista Dakota Park	2008	S Lilac St and Martin Luther King Jr Way S
High Pont Commons Park-construction	2009	31st Ave SW & SW Raymond St
High Point MacArthur Lane - design	2009	SW MacArthur Ln & SW Juneau St
King County Metro		
University District	1976	8th Ave NE/NE 40th St
Greg's Garden	1999	14th Ave NW / NW 54th St
Seattle School District		
University Heights	1991	5031 University Way NE

Appendix E: 2008 Market Gardens Statistics

P-Patch Seattle Market Garden—Summary 2008

The P-Patch Seattle Market Garden program operates as a collaboration between the [City of Seattle Department of Neighborhoods](#), the [P-Patch Trust](#), and the Seattle Housing Authority. The program mission is to help establish safe, healthy communities and economic opportunity for low-income residents through Community Supported Agriculture (CSA) enterprises

In 2008, the P-Patch Program focused on increasing the capacity of low income-residents to access economic opportunity through growing healthy food and marketing locally farmed produce. Program enhancements included reviewing and opening the policy of using City-owned lands for market garden potential, introducing a farm stand component at High Point and New Holly market gardens, and the addition of large tract market gardening at Marra Farm.

Subscribers:

Outreach is conducted by staff and volunteers to connect farmers to buyers (subscribers). Founding and current subscribers are mostly from Seattle Churches involved in Earth Ministries and from the surrounding neighborhoods. Subscribers pay for “shares” of produce harvested from the gardens, weekly, throughout the growing season. A Half Share costs \$310.00, and a Full Share costs \$520.00. In 2008 approximately 90 households participated in 79 Shares.

Farmers:

	2007			2008		
	New Holly	High Point	Total 2007	New Holly	High Point	Total 2008
Somali	3		3	3		3
Vietnamese	1	2	3	1	2	3
Chinese	1		1	1		1
Lao	0		0		1	1
Cambodian	2	1	3	2	1	3
Total Farmers	7	3	10	7	4	11

Program Income

Subscribers from	2007			2008		
	half shares	full shares	Total Gross Estimated Income	half shares	Full shares	Total Gross Estimated Income
High Point	13	2	\$5,070	25	4	\$9,830
New Holly	4	1	\$1,760	7	2	\$3,210
St Andrews	6	3	\$3,420	6	4	\$3,940
St Therese	1	1	\$830	0	0	\$0
United Christian Church	8	0	\$2,480	17	1	\$5,790
UPC	13	1	\$4,550	11	2	\$4,450
Actual Total Program Gross***	45	8	\$16,850	66	13	\$25,202
Program Operating Expenses			6,741			10,081
Total Farmer Gross Income			\$10,110			\$15,121
Gross Income per Farmer			\$1,011			\$1,374

- *** some shares are prorated according to time they subscribe
- Program operating costs include marketing (12.5%), transport (\$100) per week; and supplies such as compost, seed, labels, bags, cleaning materials, educational materials, tools, etc.
- SHA and P-Patch Trust partners also contribute money, supplies and staff hours.

Appendix F: Rules for P-Patch Participants

RULES FOR P-PATCH PARTICIPANTS

Compliance with these rules is important for keeping and renewing your plot.

1) PLOT USE and Path Maintenance.

- a) **Use your plot:**
 - i) Maintaining your garden is your responsibility. Plots must be weeded and planted within 2 weeks of being assigned a plot. During the garden season everyone must maintain plot all year.
 - ii) When you no longer want your plot, you must notify the staff person. You cannot give your plot to others. You can have someone garden with you, BUT you must tell staff.
 - iii) During the gardening season staff monitors plot usage. When plots are untended for more than two weeks, gardeners will be contacted by phone, email or postcard and asked to take care of the plot by a certain date. If P-Patch staff or garden leadership contact you about an untended plot two times in one year and your plot becomes untended a third time, staff will reassign the plot without further notice.
- b) **Use caution with tall plants and structures:** Please be careful that sunflowers, corn or tall trellised plants do not shade your neighbor. You must call the office before building any structure taller than four feet. Trees and permanent structures are not allowed in plots.
- c) **Paths are important:** Garden pathways need to be kept clear of weeds, obstacles, safe, level and tidy.
- d) **Do not expand your P-Patch beyond its designated area.** Keep invasive, vining and spreading crops confined to your own plot. You are not allowed to work other peoples' plots; if you think a plot is open you must check with staff person.
- e) **You must process the plant material you remove from your plot.** You can compost, bury or remove but must not pile up outside your plot.

2) GARDEN ORGANICALLY (NO pesticides, NO herbicides, NO weed killers, or NO artificial fertilizers)

The P-Patch Program is for organic gardening only. The use of insecticides made from synthetic chemical materials is strictly prohibited. Slug bait is permitted **only** in enclosed containers, which must be **removed** from the site after use. If you are unsure or have questions, please contact your garden coordinator. You may use organic fertilizers on your plot (like compost, fish meal, or composted steer or chicken manure).

3) P-PATCH COMMUNITY HOURS: EIGHT ARE REQUIRED.

- a) Contribute 8 hours for the collective areas of the garden (not inside your plot) each year. Four of those hours must be at your garden. Completing and Recording hours is your responsibility.
- b) Hours are due by October 31 every year

4) MISCELLANEOUS

- a) Do not take produce from other plots in the garden without permission
- b) Smoking is prohibited in the gardens.
- c) Loud radios are prohibited.
- d) Tires are not allowed
- e) The sale of produce is only permitted through the P-Patch Market Garden Program.
- f) Water responsibly, treat hoses carefully and return when finished watering. Sprinklers & dripper systems must be attended. Don't water others' plots without permission. Water service is off during the winter.
- g) Well-mannered, leashed dogs are allowed within your own plot, unless complaints are received. Please remove scooped poop.
- h) Closely supervise your children; help them learn respect for gardening and boundaries. Children using tools in the garden must be under direct and constant supervision of a parent or responsible adult. "Direct" means to be within talking distance.
- i) Secure the tool shed and help maintain tools
- j) There is no garbage service.
- k) Use common courtesy and resolve differences in a neighborly way. For problems with fellow gardeners, stay polite and listen carefully; usually solutions are easily reached. Verbal or physical abuse will not be tolerated. Contact your garden leadership or the P-Patch office for more serious difficulties.

YOU AND YOUR FELLOW GARDENERS ARE CARETAKERS OF THE WHOLE GARDEN SITE.

**KEEP THIS SHEET!!!
PLEASE USE COMMON COURTESY.
KEEP THIS SHEET!!!**

Appendix G: P-patch Development Criteria

P-Patch General Development Criteria

Definition:

A P-Patch community garden is a neighborhood place and should be designed to invite the larger neighborhood into the garden.

Development Elements

- *Site considerations:* Minimum size 2000 sf, material delivery access, solar access for most of the day (adjacent buildings and zoning need to be checked); proximity to neighbors for heightened security; location off of major streets is preferred; five year lease; clean soil test. (While 2000 is the minimum sf, different neighborhoods may have different needs. In Capitol Hill, smaller may be desirable, while in residential neighborhoods larger may be necessary to attract gardeners and garden builders.)
- *Core Group* – 8 to 10 people who will see the project through from beginning to end
- *Outreach* – the core group should ensure that all surrounding neighbors are aware of the P-Patch project. The core group should also demonstrate that they have made contact with local groups (schools, churches, businesses)
- *Neighborhood Matching Fund Grant:* P-Patch will facilitate the core group working with Neighborhood Matching Fund staff to determine what is the correct Neighborhood Matching Fund grant to apply for.
- *Design process* – Each P-Patch group should conduct a design process. For small single family lot type P-patches, a volunteer landscape architect can help. For larger projects or projects that involve partners (e.g. parks), a more formal design process is recommended. In this case a Neighborhood Matching Fund design grant may be the appropriate first step.

Recommended Design Elements

- *Rectilinear design:* **P-Patch will accept designs that gardeners prefer** (not all p-patch's have this but anything that is based on a rectilinear design eases oversight and plot assignment).
- *Number of plots:* At 2000 sf, a minimum of 15 plots will ensure sufficient community energy to take care of the garden. This figure, however, is negotiable.
- *Common areas:* Recommended common elements include: picnic areas, public sitting areas; herb beds, perennial beds, fruit tree and berry areas; children play features. Small P-Patches may accommodate only a few elements while larger ones or ones in joint locations may require more.
- *Border design:* fencing that is inviting while defining the area;
- *Screening;* attractive screening makes for happy neighbors.
- *Safety:* design the site to ensure safety. Vistas should be open, well ventilated and clear. Open space should surround elements like compost bins and tool sheds

Infrastructure

- *3' paths*
- *Garden beds*: groups of plots should have defined boundaries, either non-treated wood or other building materials.
- *Irrigation System*:
 1. Water spigots: ¾", 50' placement on edge of paths, secured on 4' riser stapled on 4'x 4' posts sunk 2' into ground; back flo preventers, encourage water collection
 2. Water line: 1" PVC, 160PSI, sunk 2'. Should run down main paths
 3. Water Meter: 3/4" line
- Compost bins: one three-bin set (see P-Patch standard design) per 40 plots
- Tool Shed: P-Patch encourages gardens to use a roof footprint of less than 120square feet, this way no permit is needed. Each garden may want to design their own tool shed subject to approval of P-Patch Program

P-Patch Ongoing support

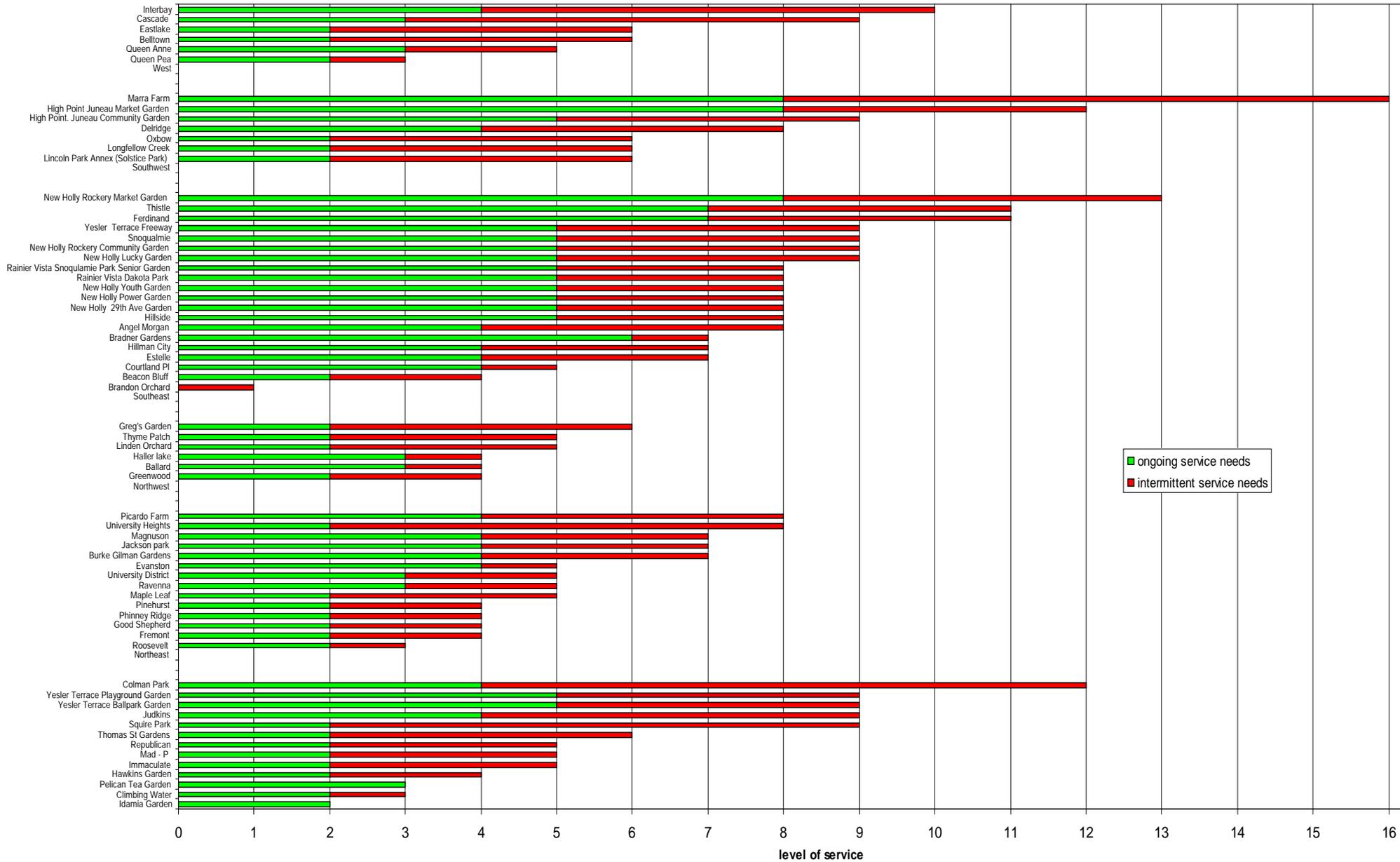
P-Patch Program primarily supplies ongoing property management and administrative support:

- Plot monitoring: staff visit each garden at least once a month to monitor plot usage, organic gardening and work with site coordinators on issues that arise.
- Application handling
- Plot assignment
- Maintaining a waitlist
- Gardener turnover – removal and replacement
- Emergencies
- Facilitate outreach
- Materials and Educational resources
- Dispute resolution
- Develop and maintain interagency and outside organizational liaison

Call the P-Patch office for more information: 206-684-0264

Appendix H: Graph H.1: Garden Service Needs

P-Patch Service Needs



Appendix I: 2007 Survey Questions

YOUR 2007 P-PATCH APPLICATION IS NOT COMPLETE WITHOUT THIS TRIENNIAL SURVEY

This portion of the application form is being used to gather information about the people who use P-Patches. This information is useful to help evaluate the effectiveness of our Program and to demonstrate its impact on the City. The survey should be filled out by the principal gardener. **All responses will be confidential. This data will not be used in conjunction with your name, nor will it be used to give preference to anyone applying for a P-Patch plot.**

1. At which site is your P-Patch plot located? _____
2. How many years have you been a P-Patcher? _____
3. What is your zip code? _____
4. How far from home is your P-Patch?
 - less than 1/4 mile
 - 1/4 to 1 mile
 - 1 to 5 miles
 - over 5 miles
5. How will you primarily get to your P-Patch (pick one)?
 - Walk
 - Bike
 - Get a ride
 - Drive
 - Bus
6. Do you live in a multifamily building? Yes No
7. Do you rent or own your place of residence? rent own
8. Is there space for a vegetable garden at your place of residence? Yes No
9. Circle your total household size. 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15
10. What was your gross (pre-tax) annual income for 2007?
(If you are a member of a group household, please indicate your individual income)
 - Under - 8,000
 - 8,000 - 14,000
 - 14,001 - 22,000
 - 22,001 - 30,000
 - 30,001 - 40,000
 - 40,001 - 50,000
 - 50,001 - 60,000
 - 60,001 - 70,000
 - 70,001 - 80,000
 - 80,001 - 100,000
 - over \$100,000
11. To what ethnic or cultural group do you belong (check as many as apply)?
 - Caucasian
 - Black or African American
 - American Indian and Alaska Native
 - Asian
 - Native Hawaiian and other Pacific Islander
 - Latino or Hispanic
 - Other _____

12. What is your primary language?

- | | | | |
|------------------------------------|--|--|--|
| <input type="checkbox"/> Cambodian | <input type="checkbox"/> Chinese | <input type="checkbox"/> Amharic | <input type="checkbox"/> East European |
| <input type="checkbox"/> Hmong | <input type="checkbox"/> Japanese | <input type="checkbox"/> Oromo | <input type="checkbox"/> English |
| <input type="checkbox"/> Khmer | <input type="checkbox"/> Korean | <input type="checkbox"/> Other African | <input type="checkbox"/> Slavic |
| <input type="checkbox"/> Khmu | <input type="checkbox"/> Tagalog | <input type="checkbox"/> Somali | <input type="checkbox"/> Spanish |
| <input type="checkbox"/> Laotian | <input type="checkbox"/> Vietnamese | <input type="checkbox"/> Swahili | <input type="checkbox"/> Other |
| <input type="checkbox"/> Mien | <input type="checkbox"/> Other
Asian_____ | <input type="checkbox"/> Tigrinya | _____ |

(Please Specify)

13. Do you rely on food banks? yes no

14. What percentage of your plot is in [] food crops [] medicinal herbs [] ornamentals [] other

15. Please estimate what percentage of your weekly produce needs are provided from your garden:

- | | | | | |
|-------------------|----------------------------------|-----------------------------------|-----------------------------------|------------------------------------|
| April to October | <input type="checkbox"/> 0 - 25% | <input type="checkbox"/> 25 - 50% | <input type="checkbox"/> 50 - 75% | <input type="checkbox"/> 75 - 100% |
| November to March | <input type="checkbox"/> 0 - 25% | <input type="checkbox"/> 25 - 50% | <input type="checkbox"/> 50 - 75% | <input type="checkbox"/> 75 - 100% |

16. How often do you share/trade with friends, neighbors, or other P-Patch gardeners:

- about once a week about once a month never

17. How often do you contribute to food bank/Lettuce Link?

- about once a week about once a month never

18. When you are at the p-patch, generally how many other people are there?

___ gardeners

___ visitors

19. Do you read the P-Patch newsletter? always usually sometimes never

20. We are often asked to explain why Seattle residents like P-Patch gardens. Why do you have a P-Patch garden plot? Please rank the following in order of importance to you with "1" being the most important and "6" being the least important. Write in your reason if it is not stated.

___ for recreation

___ to have organically grown food

___ for solace/therapy

___ for a sense of community

___ to grow my own food

___ commune with nature

___ Other_____

APPENDIX J: P-PATCH GARDEN SERVICE LEVELS AND STAFFING

Sites	Staffing		Score	Site Facts		Service Level		
	Hours/wk	% Fte		Sector	year developed	Ongoing	Intermittent	TOTAL SCORE
Queen Pea	1.3	0.03	3	W	2002	2	1	3
Queen Anne	2.1	0.05	5	W	1994	3	2	5
Belltown	2.5	0.06	6	W	1994	2	4	6
Eastlake	2.5	0.06	6	W	1981	2	4	6
Cascade	3.1	0.08	9	W	1996	3	6	9
Interbay	4.1	0.10	10	W	1974	4	6	10
Longfellow Creek	2.1	0.05	6	SW	2003	2	4	6
Lincoln Park Annex (Solstice Park)	1.4	0.07	6	SW	2004	2	4	6
Oxbow	1.4	0.07	6	SW	2004	2	4	6
Delridge	1.9	0.10	8	SW	1974	4	4	8
High Point. Juneau Community Garden	2.0	0.05	9	SW	1998	5	4	9
High Point Juneau Market Garden	1.8	0.04	12	SW	1999	8	4	12
Marra Farm	3.8	0.19	16	SW	1997	8	8	16
Brandon Orchard	0.3	0.01	1	SE	2004	0	1	1
Beacon Bluff	1.6	0.04	4	SE	2002	2	2	4
Courtland Pl	1.6	0.04	5	SE	1999	4	1	5
Estelle	2.3	0.06	7	SE	1990	4	3	7
Hillman City	2.3	0.06	7	SE	1994	4	3	7
Bradner Gardens	2.9	0.07	7	SE	1987	6	1	7
Angel Morgan	3.3	0.08	8	SE	2004	4	4	8
New Holly Youth Garden	2.8	0.07	8	SE	2000	5	3	8
Rainier Vista Dakota Park	2.6	0.07	8	SE	2008	5	3	8
Rainier Vista Snoqualmie Park Senior Garden	2.6	0.07	8	SE	2006	5	3	8
Hillside	1.8	0.04	8	SE	2001	5	3	8
New Holly 29th Ave Garden	1.8	0.04	8	SE	2001	5	3	8
New Holly Power Garden	1.8	0.04	8	SE	2003	5	3	8
Yesler Terrace Freeway	3.6	0.18	9	SE	2005	5	4	9
Snoqualmie	2.1	0.11	9	SE	1974	5	4	9
New Holly Lucky Garden	2.0	0.05	9	SE	2001	5	4	9
New Holly Rockery Community Garden	2.0	0.05	9	SE	2005	5	4	9
Ferdinand	2.6	0.13	11	SE	1982	7	4	11
Thistle	2.6	0.13	11	SE	1974	7	4	11
New Holly Rockery Market Garden	2.4	0.06	13	SE	2005	8	5	13
Greenwood	1.3	0.03	4	NW	1997	2	2	4
Haller lake	1.4	0.03	4	NW	1998	3	1	4
Ballard	1.3	0.03	4	NW	1976	3	1	4
Linden Orchard	1.7	0.04	5	NW	2003	2	3	5
Thyme Patch	1.6	0.04	5	NW	2003	2	3	5
Greg's Garden	2.0	0.05	6	NW	1999	2	4	6
Roosevelt	1.0	0.03	3	NE	2003	2	1	3

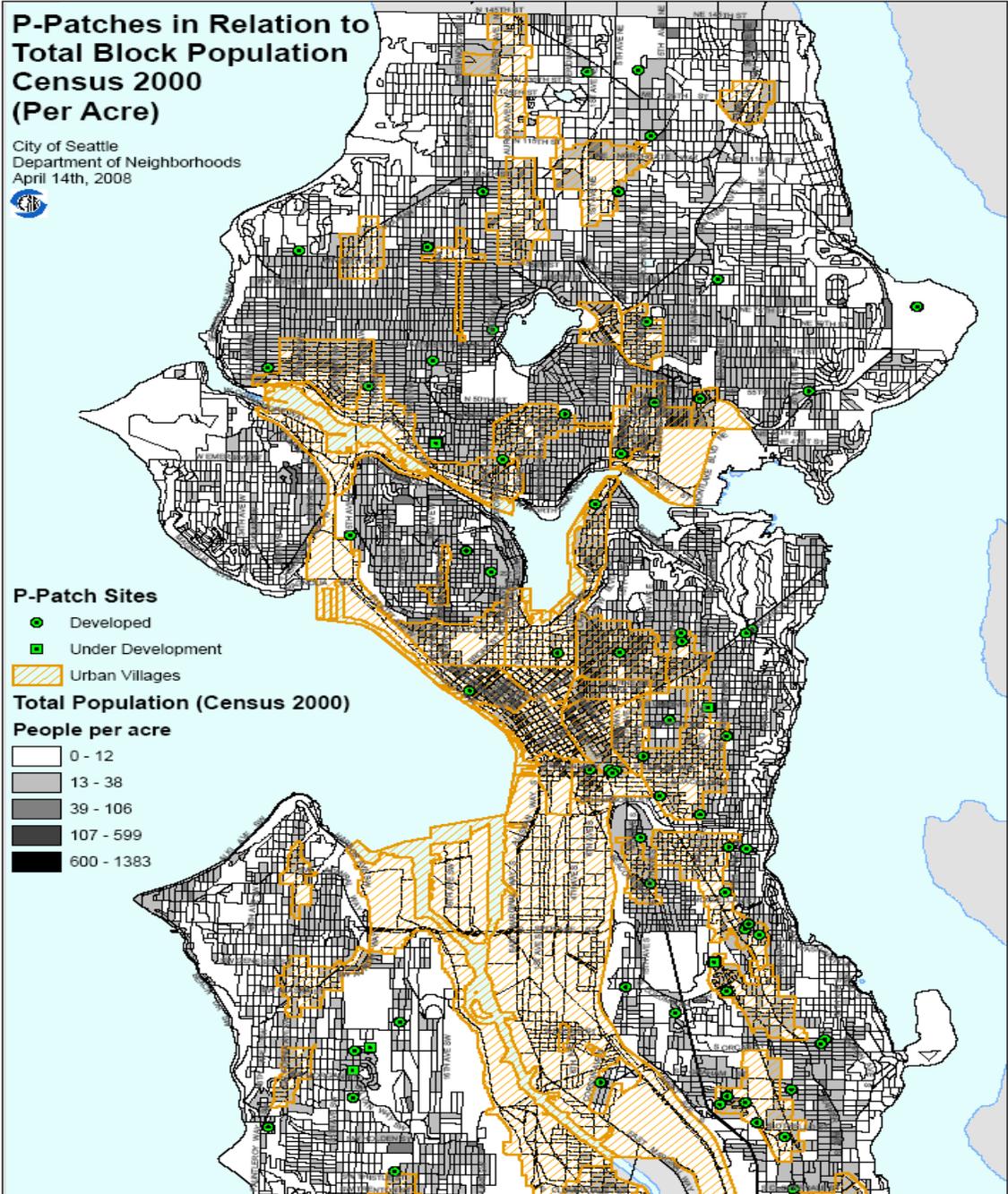
P-Patch Evaluation — August 2009

Sites	Staffing		Score	Sector	Site Facts year developed	Service Level		
	Hours/wk	% Fte				Ongoing	Intermittent	TOTAL SCORE
Fremont	1.4	0.03	4	NE	1998	2	2	4
Good Shepherd	1.4	0.03	4	NE	1981	2	2	4
Phinney Ridge	1.4	0.03	4	NE	1991	2	2	4
Pinehurst	1.4	0.03	4	NE	1976	2	2	4
Maple Leaf	1.7	0.04	5	NE	2007	2	3	5
University District	2.0	0.05	5	NE	1976	3	2	5
Ravenna	1.7	0.04	5	NE	1981	3	2	5
Evanston	1.7	0.04	5	NE	1974	4	1	5
Magnuson	2.9	0.07	7	NE	1977, 99,	4	3	7
Jackson park	2.4	0.06	7	NE	1974	4	3	7
Burke Gilman Gardens	2.4	0.06	7	NE	1989	4	3	7
University Heights	3.3	0.08	8	NE	1991, 95, 02	2	6	8
Picardo Farm	3.3	0.08	8	NE	1973	4	4	8
Idamia Garden	0.8	0.02	2	E	1994	2	0	2
Climbing Water	2.6	0.06	3	E	2006	2	1	3
Pelican Tea Garden	1.2	0.03	3	E	2001	3	0	3
Hawkins Garden	1.4	0.03	4	E	2005	2	2	4
Immaculate	2.0	0.05	5	E	1998	2	3	5
Mad - P	2.0	0.05	5	E	2001	2	3	5
Republican	2.0	0.05	5	E	1986	2	3	5
Thomas St Gardens	2.5	0.06	6	E	1996	2	4	6
Squire Park	3.7	0.09	9	E	1995	2	7	9
Judkins	3.1	0.08	9	E	1986	4	5	9
Yesler Terrace Ballpark Garden	3.6	0.18	9	E	1995	5	4	9
Yesler Terrace Playground Garden	3.6	0.18	9	E	1995	5	4	9
Colman Park	4.9	0.24	12	E	1974	4	8	12

Appendix K: Map 1. P-Patch Community Gardens



Appendix K: Map 2. Patches in relation to Total Block Population Census 2000



APPENDIX L: SERVICE LEVELS AND SCORING CHART

SERVICE IS ONGOING (O) OR INTERMITTENT (I)	ISSUE	SCORING GUIDE	DESCRIPTION OF ISSUE	STAFF ACTION
I	Waitlist/ Turnover	1=waitlist long enough to fill turned over plots through July	Waitlist precludes need for outreach	Assign plots according to waitlist
		2=waitlist exhausted before plots fully assigned	Low waitlist owes to a variety of factors. The site may be in residential neighborhood with little demand; other issues may contribute toward it looking inhospitable creating less of a waitlist. Similarly turnover may be strong as gardeners leave because of other issues, or because they get in to a garden closer to their residence.	Work with gardeners to increase outreach to stabilize waitlist Work with gardeners to increase presentability
I	New Garden	1= garden < 2 years old	New gardens have inevitable issues, leadership takes a while to gel, initial leadership may leave soon after garden opens; initial round of gardeners may either leave or have little energy to put toward managing the garden	Staff response ranges to taking over management of the site (calling work parties) to recruiting and training new leaders.
I	Leadership	1 = partially managed by staff	Little or no leadership to coordinate with P-Patch staff and oversee site maintenance tasks, communicate with gardeners, orient new gardeners; arrange meetings, monitor plots; monitor volunteer hours, organize small scale fundraising and site improvement projects; act as first responder for conflicts	Staff coordinate some or all of the tasks.
		2 = directly managed by staff		
I	Public Safety	1 = consistent over a year, but not overly harmful	Low level of security issues in garden	Work with gardeners to create signs Help gardeners contact public safety officials

SERVICE IS ONGOING (O) OR INTERMITTENT (I)	ISSUE	SCORING GUIDE	DESCRIPTION OF ISSUE	STAFF ACTION
		2 = issues severe enough to affect quality of gardening experience	Consistent theft, homelessness, public inebriation, prostitution	Additionally, work with gardeners to develop community response to problem, coordinating with SPD and landowner
I	Infrastructure	1= missing infrastructure	Sites either are missing infrastructure or infrastructure has declined to a state that requires work arounds and needs replacement.	Staff work with gardeners to devise work arounds for missing infrastructure. Where infrastructure (water systems, tool sheds, fences, compost facilities, raised beds, trees need pruning) are reaching the end of their life, staff need to work with gardeners to find funding, hire expertise and set work parties to repair
I	NMF Project	1=NMF project	Community members develop NMF application for garden improvements. Increased coordination, logistic, and outreach efforts are required	Assist site to coordinate with landowner apply for permits if any
I	Multi purpose Gardens	1 = 1 to 3 groups 2 = 4 or more groups	A variety of groups have plots including gardeners with food bank plots, youth groups, churches. Or the site is on property, for example, Parks, that frequently requires extra coordination around infrastructure or larger site issues	Staff assign plots, work with site leadership to accommodate broad participation in the P-Patch. Issues around plot monitoring, and usage are higher with group plots. More community-building is needed among groups sharing the garden.
I	High Service Demand	1=requests for more staff support	Sometime well-organized sites have higher expectations of service	Staff assist with conflict resolution, public safety concerns, site improvements, intermittent demands and concerns
O	Administration	1=higher than normal administrative support	Administration involved getting gardeners into and out of plots for various reasons	Conduct application and waitlist cycle Property Management-coordination with property owner

SERVICE IS ONGOING (O) OR INTERMITTENT (I)	ISSUE	SCORING GUIDE	DESCRIPTION OF ISSUE	STAFF ACTION
				<p>Final level of rule enforcement and plot monitoring</p> <p>Attend major gardener gatherings</p> <p>Translate applications and some signage</p>
O	Site Size	1= 0 to 49 plots 2= 50 to 99 plots 3= 100 or more plots	Average number of plots is about 40. Large sites entail extra work because there is often more leadership which requires more coordination, there is also opportunity for more conflict, more projects that these sites start.	Staff conduct more coordination, maintenance, and mediate higher incidences of interpersonal conflict among gardeners
O	Limited English Proficiency	1 = small number of non-English speakers 2 = one language group block in largely English speaking garden 3 = garden primarily composed of non-English speakers and/ or mix of ethnic groups	one-on-one attention is needed to ensure the gardener is able to get information and support from staff regular coordination of interpretation and translation is needed Includes gardens that have mix of ethnicities. Usually it means multiple languages, which requires more coordination of interpretation and translation services	Staff work with interpreters and translators to make sure that gardeners whose native tongue is not English have access to information and resources. At sites where the garden is largely composed of mixed non-English speaking ethnic groups, more staff time is needed for outreach, meetings in multiple languages, resource development, and education
O	Alternative Gardens	1 = collective garden 3= Market Garden	Collective gardens have different organizational structure that involves different level of staff coordination Plot assignment, crop production, education, harvesting, preparation for sale, marketing, coordination of translation and interpretation,	Staff assist with all levels of production and sales.

APPENDIX M: PROGRAM IMPROVEMENT RECOMMENDATIONS

Issue Area	Problem Description	Recommendations
<p>Strategic Planning and Performance Measurement</p>	<p>SP 1: Largely anecdotal information is available regarding public benefits of community gardens.</p>	<p>SP 1 Rec 1: Conduct a public benefit analysis based on the program's capacity to use gardens to</p> <ul style="list-style-type: none"> - meet health initiatives - maximize low cost use of unbuildable City-owned property - support environmental protection <p>SP 1 Rec 2: Develop cost-benefit criteria that informs program funding, land use policy, public access to resources, and staffing allocations.</p>
	<p>SP 2: Land values are high and available land in areas of density are limited</p>	<p>SP 2 Rec 1: Urban Planning policies should include options to address expansion of community garden space in developing areas.</p> <p>SP 2 Rec 2: Identify long term goals of the P-Patch program (example total acreage or plots per population) that link to comprehensive plan</p>
	<p>SP 3: Program operates in a reactive mode responding to emerging opportunities</p>	<p>SP 3 Rec 1: Program goals should be set that align with growth management goals and increasing population needs for community gardens</p> <p>SP 3 Rec 2: Identify additional drivers of demand for community gardens outside of wait list and population statistics</p>
	<p>SP 4: Workload ratios need to be updated</p>	<p>SP 4 Rec 1: More detailed analysis of garden service needs should be conducted to estimate workload ratios and provide better guidance of staffing needs. A staffing methodology should be defined.</p>
	<p>SP 5: The P-Patch program needs to establish overall and annual goals and targets for community garden needs.</p>	<p>SP 5 Rec 1: Establish clear policies on how many gardens are needed across the city, what the program's minimum service level goals are so that DON can compare performance each year. With the approval of the Parks Levy in 2008, which includes funding for P-Patches, this task will be critical to how funds are used.</p> <p>SP 5 Rec 2: Establish benchmarks and tracking systems for program management and on-going performance evaluation</p>

Issue Area	Problem Description	Recommendations
Demand Management	DM 1: The waitlist for garden plots is almost equal to the number of available plots in the program's inventory.	<p>DM 1 Rec 1: Revise waitlist procedures, review program policies around plot allocation</p> <p>DM 1 Rec 2: Review development of term limits or public benefit requirements for gardeners related to plot allocation</p>
	DM 2: P-Patch gardener demographics are not representative of the City's population and the neighborhood population.	<p>DM 2 Rec 1: Conduct a GIS analysis to identify underserved areas of the city.</p> <p>DM 2 Rec 2: Conduct study to identify lack of interest or barriers to access for under-represented populations</p>
	DM 3: The City has a finite number of properties suitable for P-Patches, and alternative strategies are needed to address the need for community gardens	<p>DM 3 Rec 1: Inventory available public land, prioritize sites and evaluate development options. This analysis should take into account smaller parcels of land that might not accommodate a traditional P-Patch, and should include a gap analysis.</p> <p>DM 3 Rec 2: Expand partnership opportunities with more housing, faith-based, community development association, and non-profit landowners</p>
Resource Allocation	RA 1: Improvements to Leveraging Resources	<p>RA 1 Rec 1: Develop and formalize a Capital Investment Plan</p> <p>RA 1 Rec 2: Inventory of City properties and analysis of potential for community gardens</p> <p>RA 1 Rec 3: Develop stronger partnerships with other public and private landowners, such as low-income housing developments</p>
	RA 2: Minimal training and technical support provided to community groups and individuals	<p>RA 2 Rec 1: Create an outreach strategy for program to include increased field time</p> <p>RA 2 Rec 2: Formalize training strategy for staff to include facilitation and conflict resolution</p> <p>RA 2 Rec 3: Create training strategy for volunteers to include gardening skills</p>

Issue Area	Problem Description	Recommendations
	<p>RA 3: Community partners have limited capacity to increase their roles in partnership</p>	<p>RA 3 Rec 1: Build stronger and new Community Partnerships to support operations and maintenance of community gardens, and maximize their impact on food systems and food security.</p> <p>RA 3 Rec 2: Invest in building the capacity of the P-Patch Trust to support gardeners and gardens – steady stream of interns facilitated by the City, organizational development.</p> <p>RA 3 Rec 3: Invest in community organizing and community capacity building to reduce City operations and maintenance costs in the long run</p>
<p>Communications and Administration</p>	<p>CA 1: No benchmarking or program tracking to compare program to others</p>	<p>CA 1 Rec 1: Development benchmarking standards and annual process. Revise data collection procedures to track relevant data. Should include analysis of staffing, volunteer participation, garden success.</p> <p>CA 1 Rec 2: Develop biannual training sessions on benchmarking for management and supervisory staff.</p> <p>CA 1 Rec 3: Complete a strategic planning process that incorporates benchmarking procedures for the program and update every five years</p>
	<p>CA 2: No standard performance measures to enable routine and consistent review of program performance</p>	<p>CA 2 Rec 1: Develop performance measures and revise data collection procedures to track relevant data</p> <p>CA 2 Rec 2: Develop biannual training sessions on PMs for management and supervisory staff</p> <p>CA 2 Rec 3: Complete a strategic planning process for the program that includes procedures for annual PM development and update every five years</p> <p>CA 2 Rec 4: Develop standard operating procedures for key staff functions and standard outreach strategies for each garden type.</p> <p>CA 2 Rec 5: Review, update, and disseminate to customers P-Patch operational policies and procedures</p>

Issue Area	Problem Description	Recommendations
	<p>CA 3: Lack of communication and coordination with other City departments</p>	<p>CA 3 Rec 1: Establish an IDT to include Parks, SDOT, SPU, SCL, FFD, and SPU, and meet biannually or as needed.</p> <p>CA 2 Rec 2: Establish MOUs between DON and other departments as guidelines for P-Patch development and operations.</p>
	<p>CA 4: Administration of program data and procedures is inefficient</p>	<p>CA 4 Rec 1: Convert P-Patch database to web based system that can be used on site and by the public.</p>
	<p>CA 4: P-Patch communications and marketing is outdated and inaccessible for some populations</p>	<p>CA 4 Rec 2: Update website for improved links to resources and other City initiatives related to P-Patches, Urban Agriculture, and Food Systems</p> <p>CA 4 Rec 3: Update communications materials, translate appropriate documents into top tier languages</p> <p>CA 4 Rec 3: Develop new outreach strategies for under-served and under-represented populations, including information gathering on reasons for lack of participation.</p>

Appendix N: Criteria for Use of P-Patch Capital Investment Fund

In 2008 the City proposed a capital investment fund for acquisition and development of P-Patch community gardens. The legislative intent was described as follows:

It is the intent of this City Council in establishing a P-Patch reserve in Finance General ... to provide a funding source for property acquisition, which could include property leasing where a long-term lease is available and purchase is not possible. The intent of this reserve is also to provide funding for initial site improvements of the property such as site grading and clean-up. In establishing this reserve, it is the Council's intent that the Department of Neighborhoods shall submit a report to the Economic Development and Neighborhood (EDN) Committee by March 31, 2008 that specifies the criteria it intends to use for selecting P-Patch property, taking into account the geographic location of existing P-Patches and other factors, such as community need based on current and anticipated housing and population data, neighborhood plan recommendations and concentration of low income residents.

Follow are draft criteria combining acquisition criteria developed by the P-Patch Trust in conjunction with the P-Patch Program in 1997 and development criteria added this year.

Acquisition

- Neighborhood Need - neighborhoods characterized by high densities of households or population, such as large concentrations of multi-family dwellings, with few or no community gardens available.

Measurements:

- 1) Densities of households or population as reported in Census Tracts
- 2) Acreage of existing P-Patches, if any, within high density Census Tracts
- 3) Ratio of multi-family to single family dwelling units within high density Census Tracts

- Level of Interest - indicated by: a long waiting list for garden plots, reference to the need for community gardens in a neighborhood plan, requests from a neighborhood organization, and/or the presence of a volunteer group to advocate for a community garden site or general location

Measurement: Two or more of these indicators in a neighborhood or associated with a proposed site would be considered strong evidence of interest.

- Preservation of Existing Gardens - this refers to preserving, replacing or expanding existing community gardens. Preserving a garden could entail acquiring a site which is currently being leased, loaned or rented. The weight given to this criterion would be in direct proportion to the success of an existing garden in attracting committed gardeners and community support.
- Comparative Costs - lower costs per square foot or per acre will not be a factor in determining priorities for acquisition of sites except within the areas of need determined by the above criteria, 1-4.

- Low Income Areas - Special Needs – The P-Patch Program and the PPT consider it important to assist in the establishment of gardens in low income areas or for special needs populations through management contracts with other organizations, financial assistance or the leasing and acquisition of sites. Site acquisition priorities for low income areas would be evaluated primarily by the above measures of neighborhood need and level of interest.
- Opportunity - it is probable that from time to time opportunities for site acquisition will be presented in locations which would not be considered high priority according to the criteria enumerated above, but may meet other goals of the City or the PPT. Based on past experience, the inducements could include financial and/or property donations specific to those sites, strong neighborhood support and/or site specific gardener support.

Development: Funding for development and construction shall be based on a one or more of the following criteria. In general funding shall not comprise more than one quarter of development or construction costs of a project, though this requirement may be specifically waived.

- Neighborhood capacity for additional fundraising as evidenced by, among other considerations, low income or special needs population, unique opportunity, degree of current community fundraising or ability of funding infusion to leverage community efforts.
- Other activities that may exist to create community gardening or food production opportunities for low income or special needs populations.

Process:

As relevant opportunities arise, P-Patch staff shall prepare a report describing the proposal. This report shall describe how a proposal meets either the criteria for acquisition, development or construction. Prior to acting on a proposal, the report shall first be sent to the PPT for comment and then staff shall obtain approval of the Director of Neighborhoods.

Appendix O: Capital Investment Plan

February 2009

Background Summary

In FY2008, the voters of the City of Seattle passed a Parks and Open Space Levy to provide capital funds for acquisition and development. The Levy designated \$2 million for acquisition and development of P-Patches. The P-Patch program developed criteria for development and acquisition in August 2008 in response to City Council requests. In accordance with those criteria, the P-Patch program developed this Capital Investment Plan to identify priority projects that would best alleviate the demand for P-Patch plots and address key food security issues.

2008 Program Resources:

- 68 active P-Patch gardens offering 2300 plots.
 - 43 are City-owned property: 22 Parks, 9- SDOT, 6 DON, 5 SCL, 1 FFD
 - 25 are partnerships with non-City landowners
- 7 new gardens are in various stages of development and will be opened in 2009.
- Marra Farms expansion for market garden development to open in 2009

Program demand: The current waiting list for P-Patch garden plots is 1328.

Capital Investment Plan

Acquisition:

This Memorandum presents a proposal for use of the funds for P-Patch Development. We assume that while it is important to increase permanent open space for community gardens, acquisition funds, even if using the entire \$2 million, will be insufficient to impact the waiting list and need.

Development:

Assumptions and identified priorities for the Levy funds can be expanded to suggestions for the use of future funds when available. We have listed multiple projects up to the limit of \$500,000, but we have a longer list that presents all the opportunities on a multi-year docket.

Smaller sums than needed for acquisition can jumpstart or leverage projects with other City departments as well as with private partnerships. This approach maximizes efforts to increase community gardens and in market gardening opportunities. Development investment offers more immediate response to city priorities like increasing gardening in high density areas and serving low income families.

Job stimulus:

In light of the current economic struggle and the need for employment, P-Patch proposes to accelerate the development of P-Patches by hiring labor to assist in construction of P-Patches. DON will develop a memorandum of understanding with low-income housing organizations to identify their residents who have been trained and previously employed for construction jobs, and have become recently unemployed in the economic downturn.

The total list of projects identified has a price tag of \$500,391. We estimate that within this list of projects 196 people can be temporarily employed in the development of P-Patches, totaling approximately 5320 hours of labor required to complete construction. Approximately 30% of the funds covers labor costs.

Current P-Patch staffing is not sufficient to complete the development of P-Patches in 2009 without additional labor. Volunteer labor is essential in P-Patch construction; to build the P-Patch, organize the community, and transmit skills. While labor will be hired to complete these projects, staff and volunteers will work on items that include leading volunteer work parties.

This plan creates about 450 new plots and adds 1.6 additional acres of new gardens space by the end of 2009. Almost 900 new gardeners will benefit, including about 550 low income people (estimated from previous surveys). The focus of this plan is to increase the rate of City response to community demand for gardening and food production in Seattle, during a time of economic hardship.

Criteria for identifying priority gardens:

Gardens identified in the Development Plan C are prioritized based on the following criteria:

- 1) *“shovel ready” projects* – land already identified. Some are in stages of construction.
- 2) *community is organized to begin gardening* – time and work in organizing neighbors to garden and manage the site is minimal
- 3) *investment partnerships* - properties where funds are leveraged with other investments to maximize return on the dollar
- 4) RSJ goals – gardening will positively and significantly impact families who are disproportionately under-served and impacted by the economic downturn

The following table summarizes the proposal:

Plan Estimates	Acreage gained	# of garden plots	# of Gardeners served	# of people directly affected *	# of Low income people affected**
Development - \$500,000 of projects	1.6	445	454	879	535

*Based on 2007 P-Patch survey, each plot is gardened on average by a family of 2.

**Based on P-Patch 2007 survey results for similar neighborhoods.

Implementation

Acquisition

In the latter part of 2009, P-Patch will conduct a Strategic Planning process. Within that process, P-Patch will create an advisory committee to review potential properties composed of real estate specialists from Parks and Recreation and Fleets and Facilities, and a member of the P-Patch Trust. Depending on the decisions made through the Strategic Plan and the advisory committee, we will begin land acquisition negotiations using the Parks Levy funds.

Development

Proposed development projects will begin immediately and last through 2009.

A portion of the funds will prepare farming areas at Marra Farm for market gardening.

A portion of funds will be used for existing projects which have encountered unexpected development issues, or for which a small amount of City funds will jump start the project. These include Spring Street in Central Area and Hazel Heights in Fremont, Capitol Hill Park, S. Leo, and MacArthur Lane in High Point.

P-Patch will reserve a portion of funds to assist low income housing providers in their goals to create small site-based community gardens. Opportunities have been identified in partnership with high-rise senior and disabled housing, in densely populated downtown Seattle, and other housing developments throughout the City.

The list of development projects may change as development opportunities arise or as the impact of the Parks levy becomes clearer. In this event, P-Patch staff will work with department leadership to change the balance of development and acquisition funding.

Community Input

The projects comprising this list have been recommended by gardeners, neighbors or the larger community gardening community over the last few years. The P-Patch program has a long list of possible development projects that are normally scheduled several years into the future. The availability of up to \$2 million for development, allows us to respond to the demand reflected in the waiting list (1328 residents) with locations that have already been identified by community members. Most of the projects on this list have the community organized and ready to take on the roles and responsibilities of a garden in their neighborhood.

As this Plan is reviewed, the P-Patch program will work in partnership with the P-Patch Trust for further input on the prioritization according to the criteria listed in this Plan.

Attachments

- A. Narrative Summary of Development Projects

Attachment A
Project Narrative Summary – Capital Investment Plan

Priority	Sector	Community Garden
1	CE	Spring Street in the Central Area, Small site in Central Area, will serve low income people, responds to neighborhood plan and leverages community fundraising. Unexpected development issues have raised the costs.
2	NW	Hazel Heights (site prep assistance) Leverages extensive community efforts and fundraising. In area of high neighborhood need.
3	SW	Marra Farm expansion Meets mayoral directive to expand market gardening for low income people by establishing a pilot project at Marra Farm. Increases P-Patch area in market gardening by one third.
4	SW	MacArthur Lane (High Point) Serves low income and immigrant families in a community that has just redeveloped.
5	CITY	Raised Bed Gardens partnering with three low income housing groups –a total of 9 projects Makes gardening and healthy eating easier for low income people by creating community gardening opportunities where people live. The plan calls for contracting with an organizer to work with communities to build garden and provide follow up gardening education,
6	SE	John C. Little Park (New Holly) Former site of community garden prior to New Holly redevelopment, this site is adjacent to low income senior housing.
7	NW	Bitter Lake Reservoir This unique opportunity with Seattle Public Utilities and Parks would leverage community efforts and fundraising by paying for a design to submit to Parks and a water meter. Adjacent to low income high rise apartments. Area of intense development and no existing P-Patch.
8	NE	Wallingford, This is an unique opportunity to partner with Seattle Public Utilities on a site under which lie utility systems. In an area of neighborhood need. Nearby P-Patches have two to three year waitlists. Would leverage community efforts by funding a design to present to utilities and a water meter.
9	SE	New Holly Youth and Family Garden Easily expanded garden in power line right of way. Can accommodate interest on Rainier Valley. Serves primarily SE Asian immigrant families.
10	SE	Market Garden at 51st & Leo (Rainier Beach) Addition of this site would double market gardening for P-Patch. P-Patch has long term lease with private landowner for nominal fee, but lead was discovered on the property. Plan pays for lead remediation estimated at \$40,000 and development

		costs. Also puts gardening opportunities in an area of City where there are none.
11	SE	Ferdinand P-Patch Expansion Easily expanded garden in power line right of way. Can accommodate interest on Beacon Hill and Rainier Valley. Serves primarily SE Asian immigrant families, potentiall expandable to market gardening.
12	SE	Snoqualmie P-Patch Expansion Easily expanded garden in power line right of way. Can accommodate interest on Beacon Hill and Rainier Valley. Serves primarily SE Asian immigrant families, potentiall expandable to market gardening.
13	CW	Eastlake Expansion, Neighborhood of high need, existing garden has three year waitlist; plan increases capacity by almost one third. Opportunity to add capacity quickly.
14	CITY	Yard Share Host yard sharing technology, link to waitlist, organize and coordinate with local groups to solicit yards. Technology used in Portland and Vancouver BC
15	SE	Hillman City Expansion Since acquisition by Parks and P-Patch Trust in 2007, t he gardening community has anticipated redesigning the garden to make it more community friendly and expanding into under utilized areas.
16	SW	West Seattle Christian Church In the heart of W Seattle, an area with no P-patches, the church wants to host a P-Patch. This is an area of critical need.
17	CE	Capitol Hill John and Summit In the area of the city with the largest waitlist, this parcel adds gardening space. Design work is complete for the mixed P-Patch/ Park. This is DPR priority.

Alternate Projects

20	SW	California Place No community gardens serve the north end of W. Seattle. It is an area of high need.
22	CW	Magnolia – W. Grover A neighborhood with no community gardens and a two year wait for the nearest P-Patch in Interbay.
25	SW	SW Barton & 34th Ave SW Prime location in the south end of West Seattle. Would have an RSJ element by serving a variety of cultures.