

**GIVING AND GROWING:  
AN EVALUATION OF LETTUCE LINK'S SEED  
DISTRIBUTION PROJECT**

**By**

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## EXECUTIVE SUMMARY

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In 1988, the Fremont Public Association (FPA) secured funding from The Safeco Corporation to create the urban agriculture project Lettuce Link (LL). LL is one of four Food Resource programs at FPA that provides services to the Seattle Food Committee, a coalition of the 27 Seattle food banks. One of LL's central objectives is to encourage low-income people to grow food for themselves and their families by distributing seeds, plant starts, and gardening information to clients of the Seattle-area food banks. This report evaluates the seed distribution project's effectiveness in regards to the objective above and makes recommendations that will improve Lettuce Link's services.

My findings indicate that the highest demand for seeds is with immigrant populations who gardened in their country of origin prior to moving to the U.S. Recommendations that will improve services to current seed recipients include:

- Translating gardening information packets and materials.
- Standardizing recording methods.
- Creating a "How to Start a Garden" pamphlet in multiple languages.

Other findings indicate that there is a large group of low-income people who are using the emergency food system but who are not taking seeds. Among the many barriers that these individuals face in growing their own food, four were consistently referred to: lack of gardening knowledge, insufficient tools to garden with, time constraints, and the lack of space to grow food. LL's challenge will be to successfully address these barriers in order to reach out to clients who are least likely to take seeds. Recommended strategies include:

- Offering container gardens for those who do not have a back yard.
- Holding garden lessons on seed give-away day.
- Building gardens at peoples' homes.
- Giving away plant starts as well as seeds.
- Experimenting with alternative venues for interacting with people about gardening.

## CHAPTER ONE: INTRODUCTION

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In 1988, in an effort to make a link between gardeners and social service providers, the Fremont Public Association (FPA) secured funding from The Safeco Corporation to create Lettuce Link (LL), an urban agriculture project that provides fresh, organic produce, vegetable seeds, and gardening information to low income families throughout Seattle. LL is one of four Food Resource programs at FPA that provide services to the Seattle Food Committee, a coalition of the 27 Seattle food banks serving those in need with supplemental food bags. LL is distinctive in that it aims to provide a hand-up, in addition to a handout, by addressing some of the underlying causes of hunger and providing resources that can reduce people's reliance on food banks. Operating under the belief that access to nutritious food is a basic human right, the program works to ensure that food bank clients have access to fresh, organic produce as well as the resources they need to grow their own fresh vegetables. In other words, LL does not only provide hungry people with food, but it also provides tools for self-reliance. These strategies seek to create a unique framework as Community Food Security programs like LL work towards becoming models for communities across the globe—models that incorporate community food security initiatives, advocacy, and other self-reliance building programs into the emergency food system of their community.

One of Lettuce Link's central objectives is to encourage low-income people to grow food for themselves and their families. In an effort to promote self-sufficiency and reduce hunger, LL distributes seeds, plant starts, and gardening information to clients of the Seattle-area food banks. This report explores the strengths and weaknesses of the important contribution the seed distribution project makes in meeting the food assistance needs of this population.

### **What is Seed Distribution?**

Seed distribution most commonly takes place during emergencies and is seen as an innovative and effective way to strengthen the recovery of agricultural production systems following disasters. Seed delivery in this form can be traced back many decades.

US government agencies and churches distributed seeds domestically to devastated farmers during the depression and the Mississippi floods.<sup>1</sup> Internationally, one of the first traceable deliveries is in the early 1980s, when the Food and Agriculture Organization of the United Nations (FAO) moved rice seed into Cambodia.<sup>2</sup> In the last decade, particularly on the African continent, relief agencies have engaged in seed aid as a routine complement to food aid assistance.

While seed relief has been around for years as part of a coordinated humanitarian response to disaster relief, the distribution of seeds has only recently become a part of the community food security movement in the United States. Seed distribution in this form is part of a food security strategy to connect people with the resources they need to grow their own nutritious food. The goal is to help build food security in an area by distributing free vegetable seeds or seedlings to low-income individuals and families for creation of a backyard or bucket garden. Obtaining food through gardening is a viable option for many people and one that offers skill, confidence building, and exercise as well as food security. Many local nurseries, greenhouses and non-profit organizations, are willing to donate past years' seeds and surplus seedlings. The belief of individuals involved in such programs is that while food is a basic human need, locally grown, healthy vegetables are the means to strengthen both the health of individuals and the health of their respective region.

While there are several programs throughout the nation that provide free vegetable seeds and transplants in various ways, Lettuce Link is the only community food security program that engages low-income people in growing their own organic vegetables by distributing seed packets and gardening information to people through local food banks.<sup>3</sup> The idea is that by providing a key input to vegetable gardening, dependence on emergency food systems can be reduced. The strategy of a community food security

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<sup>1</sup> American Red Cross "History TimeLine." A Brief History of the Red Cross FAQ's About Our History. <http://www.redcross.org/search/search.asp>.

<sup>2</sup> Website Services: Search Engine in Quebec and Ontario. "Thai/Cambodia Border Refugee Camps 1975-1999 Information and Documentation Website." [www.websitesrcg.com/border/border-history-1](http://www.websitesrcg.com/border/border-history-1)

<sup>3</sup> Based on my research

program working with the emergency food system creates a unique opportunity for Lettuce Link to tackle the root causes of hunger in order to improve the lives of hungry people. Like the Chinese proverb, *give a man a fish, you feed him for a day but teach him how to fish, you feed him for a lifetime*, the solution is not to simply provide food, but to engage in systemic change that would increase self-sustainability.

To date, there have been no formal evaluations of the impact of seed distribution projects of this kind.<sup>4</sup> However, in the past few years the United States Department of Agriculture (USDA) has begun awarding grants to community food projects for evaluation of their respective programs. These evaluations are taking place at a time when food security programs are increasingly looking towards a broader combination of measures to tackle food and livelihood insecurity. Evaluation is now seen as an important contribution to the development of the community food security movement, not only helping individual projects to understand the impacts of their work but to help the movement as a whole by adding knowledge about what is and is not working.<sup>5</sup> Evaluations will help new projects improve program design, and the results from a growing body of evaluations will help persuade funders and decision-makers to support such projects.

### **Overview of this Report**

In order to further Lettuce Link's effort to address issues of hunger and sustainability through promotion of organic gardening, I was asked to evaluate the seed distribution project's effectiveness in regard to the above objective and make recommendations that will improve Lettuce Link's services. I set out to do this by attempting to answer questions about the impact of the project through a survey with food bank patrons. I had hoped that with a large enough sample, I could get statistically significant quantitative data in order to answer the following questions:

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<sup>4</sup> Based on my research

<sup>5</sup> Community Food Security Coalition. 2004 Community Food Project Evaluation Handbook. USDA Community Food Security Projects. National Research Center, Inc. Electronic document from [http://www.foodsecurity.org/pubs.html#cfp\\_eval](http://www.foodsecurity.org/pubs.html#cfp_eval)

- How many people successfully harvest food grown from the distributed seeds?
- How many people successfully freeze, can, or dry food grown from the distributed seeds?
- What were challenges faced (by the people who received seeds) in trying to successfully harvest food?
- What additional help do these people feel they need to successfully harvest their own food?

Unfortunately, there were many research barriers that prevented me from achieving a sufficient sample. They include language barriers and financial and time constraints, all of which I will discuss further in the methodology chapter. Despite this, I was able to gather valuable information and gain insight into LL's programming through stakeholder interviews, academic literature on food security, a review of comparable programs, and an analysis of LL's current approach—including data on the number of clients served as well as first-hand observations of seed distribution at food banks. These methods fully satisfy the current needs of LL as they begin to make plans for the future. Thus, to move forward with thinking about overall program impact, this paper will attempt to answer the following questions:

- Is there evidence that the project is achieving its objectives?
- Which objectives are and are not being achieved? Why?
- Are all sectors of the target population benefiting from the project?
- Are any groups being excluded?
- Is the project sustainable and are benefits likely to continue?
- What are the contextual factors determining the degree of success or failure?

This report will consider these questions in the following format:

## **Chapter 2: Background**

This chapter provides an overview of the community food security movement in the U.S, addresses the use of seed distribution in the context of the Seattle emergency food system, and describes the operating procedures of LL's seed distribution within this system.

## **Chapter 3: Methodology**

This chapter reviews the methods I used to collect data for this report. I interviewed key players involved with the emergency food system and seed distribution process, observed seed distribution at nine food banks and reviewed scholarly literature on food security. Taken together, this information helps to determine how LL can improve its services.

## **Chapter 4: Findings:**

Here I present my primary findings, focusing on three areas: understanding the current seed distribution procedures, determining what other potential client bases exist and identifying potential barriers individuals face in growing their own food.

## **Chapter 5: Analysis**

In this section, I focus on the possible reasons why current seed distribution is not attracting the types of clients LL hopes to attract, what other food security programs are doing to encourage people to grow their own food and the strengths and weaknesses of food banks as a delivery system.

## **Chapter 6: Recommendations**

My recommendations focus on immediate refinements to the current seed distribution project as well as what can be done in the future to reach other communities.

## CHAPTER TWO: BACKGROUND

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This chapter provides background on the context in which Lettuce Link is operating. First I will review the community food security movement and how LL fits within this. Second, I will discuss the purpose of seed distribution and the need for this type of service for people who use emergency food services. Lastly, I will describe how seed distribution works.

### **What is Community Food Security?**

Without doubt, healthy food is a basic human need along with adequate shelter, a safe environment and clean water. Yet even in our very wealthy and resource rich country, the persistence of hunger is prominent. The U.S. Department of Agriculture reports that in 2005, 4.4 million people were classified as hungry.<sup>6</sup> New phrases and strategies have emerged over the last two decades to explain and address the widespread hunger problems we typically face in the United States. “Food Security”, a concept originated only in the 1970s, is a term used to describe what our nation should be seeking for all people—assured access at all times to enough nutritionally adequate and safe food for an active, healthy lifestyle.<sup>7</sup> As an extension of food security, “Community Food Security” (CFS) is an even newer concept and strategy that considers all the factors within a community’s food system that influence the availability, cost, and quality of food to area households, particularly those in low income communities.<sup>8</sup> CFS activities are integrative in nature, drawing on a range of community resources and inviting many individuals and sectors to participate in the effort to strengthen the health and well being of the community. Since 1994, the CFS movement has grown dramatically and is now practiced by hundreds of organizations and communities across North America. Projects include

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<sup>6</sup> Food Lifeline. “Hunger in America 2006 Key Findings in Western Washington”. Data based on US Census data from 2004 American Community Survey for Washington State. [Http://www.foodlifeline.org/news/recent/detail.cfm?news=134&category=1&return=index%2Ecfm&list=126,127,134,137](http://www.foodlifeline.org/news/recent/detail.cfm?news=134&category=1&return=index%2Ecfm&list=126,127,134,137)

<sup>7</sup> World Hunger Year. “Food Security Learning Center.” United States Department of Agriculture. [http://www.worldhungeryear.org/fslc/faqs/ria\\_074.asp](http://www.worldhungeryear.org/fslc/faqs/ria_074.asp).

<sup>8</sup> Winne, Mark. 2005 Community Food Security: Promoting Food Security and Building Healthy Food Systems. Venice CA: Community Food Security Coalition. Electronic document from <http://www.foodsecurity.org/pubs.html#books>

farmers' markets, food policy councils, federal food assistance programs, community gardens, youth food and agriculture programs, nutrition education, farm-to-school projects, and a range of public education and awareness campaigns. With demand increasing each year, emergency food providers and many others who work to end hunger are beginning to explore community food security strategies that might improve access to healthy food within the context of the local food system.

The United States Conference of Mayors, in 2004, identified Lettuce Link as one of America's exemplary CFS programs responding to problems of hunger. As a CFS program, LL places special emphasis on finding long-term, system-based solutions by creating access to fresh organic produce and actively assisting people who want to grow food for themselves. Since the cost of organic produce is prohibitive for people struggling to make ends meet, LL fills an important role in the community. By recognizing that this region is blessed with some of the most fertile farmland in the country, LL utilizes local resources to combat food insecurity in Seattle in the following ways:

1. Mobilizes hundreds of urban growers to donate their harvest to hungry families in need and operates as a delivery system of volunteer drivers who pick up the fresh produce and deliver the bounty to food banks across Seattle.
2. Distributes seeds, plant starts and gardening information to food bank clients each year.
3. Introduces elementary school students to food production and organic growing, using Marra Farm, a four-acre site located in South Park, as an outdoor classroom.
4. Works with other nonprofits to manage and operate some of Seattle's last remaining farmland, located in a very low-income community in South Seattle.
5. Farms a 1/2-acre Giving Garden at Marra Farm for direct donation to Seattle food banks and concord.

LL's uniqueness centers on the fact that it is a community food security program that partners with the emergency food system of Seattle, particularly food banks, in order to

provide some of the basic elements to ending hunger in this city. This dynamic initiative that combines immediate food needs with long-term strategies and tools for economic justice and self-reliance is an ideal formula for fighting hunger in this city and strengthening the health of our region. Research shows that demand for emergency food has increased, income support programs are facing budget cuts, and the agriculture sector is weakening.<sup>9</sup> Community food security experts believe fighting the hunger problem in America requires a more comprehensive approach of providing food assistance that goes beyond our historical food aid activities to include efforts in community building, self-reliance activities and nutrition education. “The value of incorporating community food security measures into the work of food banks is that it can increase their capacity to address multiple needs and problems and provide a valuable tool for community building that fosters self-reliance” (*Building the Bridge*, p. 5). This report focuses specifically on LL’s seed distribution program (# 2 above) and how effective it is in promoting self-sufficiency and reducing hunger.

### **The Community: Seattle and King County**

In order to evaluate the impact of the seed distribution program, it is important to understand the context in which it is operating. Washington State has the 10<sup>th</sup> highest rate of hunger in the nation. The trend seen in Washington since 2001 is as follows: after September 11th, layoffs across multiple employment sectors occurred, followed by a recession, and resulting in skyrocketing unemployment. As all of these events unfolded, lines at food banks across western Washington got longer and longer. The lines peaked in 2004, and then came back down to just about 2001 levels by the end of 2005.<sup>10</sup> In fiscal year 2005 (July 1, 2004 - June 30, 2005), Food Lifeline's member agencies in King County reported the following:

- Food Banks served by Food Lifeline in King County provided food to 102,022

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<sup>9</sup> America’s Second Harvest. The Nation’s Food bank Network. “Hunger Study 2006”.  
<http://www.hungerinamerica.org/>.

<sup>10</sup> Food Lifeline. “Hunger in America 2006 Key Findings in Western Washington”. Data based on US Census data from 2004 American Community Survey for Washington State.  
<Http://www.foodlifeline.org/news/recent/detail.cfm?news=134&category=1&return=index%2Ecfm&list=126,127,134,137>

households.

- These households came to the food banks requesting food a total of 825,281 times, or an average of 8 times each.
- These 102,022 households represented a total of 256,546 individuals in King County served by food banks.
- In addition, meal programs and shelters served by Food Lifeline in its FY '05 provided 3,045,786 meals and snacks to hungry people.

These numbers depict a slight decrease in the use of emergency food systems from 2004, but an overall 11% increase since 2001.

Paradoxically, the region is also experiencing high levels of overweight and obese children and adults. Surprisingly, the problems of hunger and obesity often coexist in the same households.<sup>11</sup> One of the reasons is that most economical foods—those most accessible to people on a low income—are typically foods that are high in fats, salt, sugars and other refined carbohydrates. Since low-income populations have the highest rates of obesity in the county, the challenge is not only to ensure that people have enough food to eat, but that they have the resources to access enough of the right foods.

The metropolitan region is grappling with the issues of hunger and nutrition in a variety of ways. Hunger relief is channeled largely through emergency food systems and Seattle's food banks are an essential front line in fighting hunger by giving food to people in need. Seattle food banks are perceived to be an easier method of obtaining food than food stamps because their staff ask fewer questions, require minimal identification, and the paperwork typically takes no more than a few minutes to fill out. Thus, many working poor families who decline to take advantage of food stamps visit food banks instead. Moreover, food banks are less intimidating for recent immigrants worried about their status in the United States.

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<sup>11</sup> Food Lifeline. "Hunger in America 2006 Key Findings in Western Washington". Data based on US Census data from 2004 American Community Survey for Washington State. [Http://www.foodlifeline.org/news/recent/detail.cfm?news=134&category=1&return=index%2Ecfm&list=126,127,134,137](http://www.foodlifeline.org/news/recent/detail.cfm?news=134&category=1&return=index%2Ecfm&list=126,127,134,137)

One of the biggest drawbacks of food banks is that recipients receive only the food that is available, which is not always the healthiest of foods. People who use food stamps in grocery stores have far more variety of fresh and nutritional foods to choose from. In light of this, LL works to ensure that food bank clients and other low-income people have access to fresh, organic produce to supplement the canned goods and other shelf staples typically provided through emergency food programs.

**Seed Distribution: How it Works**

Twice a year, spring and summer, Lettuce Link coordinates with Seattle area food banks to offer seeds and gardening information packets to low income individuals and families who visit the food banks. Each year, Lettuce Link distributes over 15,000 packets of seeds to people at local food banks, both through self-serve bins and on-site distributions. Each food bank decides whether they prefer a staffed or self-serve seed box. Seeds appropriate for colder weather are given out in the spring, and seeds appropriate for warmer weather are given out in the summer.

Spring Boxes		Summer Boxes	
Cabbage	Turnips	Corn	Zucchini
Carrots	Beets	Long beans	Winter squash
Spinach	Radish	Pole beans	Leeks
Mustard Greens	Daikon Radish	Bush beans	Eggplant
Kale	Lettuce	Beets	Flower
Chard	Flowers	Basil & other herbs	Cucumber
Onions	Hardy herbs	Cilantro	Chili Peppers
Cauliflower	Peas	Pumpkin	Sweet Peppers
Broccoli	Pak Choy	Summer squash	

*On site distribution*

Lettuce Link does on site distribution with 10-15 food banks. Usually a staff member and volunteer visit each food bank (sometimes two days in a week) for a period of one-two hours. They set up a table, open the box of seeds so that all of the pictures are showing, and distribute seeds that are ready to plant. Each seed box contains 10-14 varieties of seeds, with approximately 300 seed packets in each box. Volunteers assist people in picking out seeds, give out gardening information, and record the number of packets given to each individual and their ethnicity.

Lettuce Link staff and volunteers plan to arrive at designated food banks about 15 minutes before they open for food distribution, in order to accomplish the above smoothly.

### *Self-serve boxes*

Self-serve boxes are left with 16 food banks, one with early spring seeds, and one with summer seeds. Each seed box is made available during hours of operation for individuals to choose what they would like.

### *Where the seeds come from*

The seeds are largely donated by SeedCorps, a non-profit organization that sends seeds and gardening education around the globe to help the world feed itself.<sup>12</sup> SeedCorps donates seeds that are packaged for the year prior and can no longer be sold in stores. LL also receives seeds from Medina Nursery and Fremont Gardens and purchases some of the most popular seeds such as Pak Choy, beets, carrots, and cilantro, in bulk.

### **Limitations of Seed Distribution**

It should be noted that seed distribution falls outside of the realm of traditional food security services. Sharing seeds with individuals without equipping them with additional knowledge or resources to help them plant and grow might prove less successful than other programs. This is due to the many challenges of distributing seeds to emergency food recipients and the assumptions the project makes about what recipients can do with the seeds. There are many ways to arrive at community food security all of which have limitations. When thinking of community food security as a pie, growing food for oneself represents perhaps a large piece. However, providing seeds in hopes that people will grow their own food might only work for certain populations.

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<sup>12</sup> SeedCorps. <http://www.seedcorps.com>

## CHAPTER THREE: RESEARCH METHODOLOGY

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To address Lettuce Link's interest in evaluating its seed distribution project, this is an early descriptive study that investigates and responds to LL's seed program in order to make recommendations that will help LL meet the diverse needs of the clientele. This chapter explains the methods I used to gather data, write this report, and make recommendations; explains why I chose to undertake these particular methods; and outlines the limitations of my research.

### **Overview and Methods**

The impetus for this study comes from the unusual nature of this project within the context of Seattle food banks in which LL works. LL has been distributing seeds at food banks for the past ten years, but has very little knowledge about the impact of their program. They would like information about the program that is specific, practical and grounded in the context of the Seattle community. Consequently, I focused heavily on two research methods: interviewing key stakeholders and observing the seed distribution process at food banks to gather data about the following questions:

- Is there evidence that the project is achieving its objectives?
- Which objectives are and are not being achieved? Why?
- Are all sectors of the target population benefiting from the project?
- Are any groups being excluded?
- Is the project sustainable and are benefits likely to continue?
- What are the contextual factors determining the degree of success or failure?

My third primary source of information was a survey conducted with past program participants in order to evaluate their experiences with the seeds. Lastly, I used LL program data from 1999-2005 to compare trends in client demographics and to further analyze the effectiveness of the operations of seed distribution.

## **Interviews**

A large portion of my information comes from twelve interviews conducted with various food experts over a two-month time span. The interviews were chosen to reflect a range of perspectives from those involved with the emergency food system and community food security programs.

### *Fremont Public Association Staff*

In order to learn about the current and previous operations of the LL program, thorough interviews were conducted with former LL program manager, Lee Harper, current program manager, Michelle Bates-Benetua and Food Resources manager, Trish Twomey. The interviews focused on the specifics of the seed distribution program, what features help or hinder the project, what changes have been made to the program, and ideas about how to improve services.

### *Food Bank Directors and Emergency Food Workers*

During the past decade, as the Community Food Security movement has grown, emergency food systems are using new ways to incorporate food security initiatives into their work including, job training, mentoring, and nutrition education.<sup>13</sup> Since Food Banks are the venue in which LL distributes seeds, without their participation this program would not exist. Each food bank director in the Seattle vicinity determines whether he or she would like LL's services, and more specifically, whether they wish to obtain a staffed or self-served seed box. Thus, it was important to speak with these directors in order to understand their motivation to participate and their overall opinion about the project. LL's program manager gave me names of key food bank directors who have been involved with the seed distribution project throughout the years and I spoke with them during my visits to the food banks to observe the seed distribution process.

### *Lettuce Link Volunteers*

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<sup>13</sup> Fisher, Andrew. 2005 Building the Bridge: Linking Food Banking and Community Food Security. Venice CA: Community Food Security Coalition. Electronic document from [www.foodsecurity.org](http://www.foodsecurity.org).

As are many grassroots programs, LL is volunteer-driven. With only 1.60 full time staff members, it relies on its volunteers to serve over 1200 clients at 23 different food banks. Along with the program director, volunteers are the ones who staff the seed boxes at the food banks. Thus it was important to determine their perspective on the operations of the program. I conducted three informal interviews with volunteers involved with on-site seed distribution at the food banks.

#### *Program managers of comparable programs*

To enrich my findings and application to LL, I interviewed several program managers of comparable community food security programs. Researching such programs helped illuminate new approaches or best practices that could help LL improve its program's quality and services. CFS projects are integrative in nature and usually encompass multiple goals and activities, thus it was helpful to understand how similar programs operate and whether they are using seed distribution as part of their strategy. I was able to identify several community food security programs throughout the U.S. that use seed distribution in some form. I contacted three program managers through email and phone interviews. Information gathered included their mission, budget, roles and responsibilities of staff and volunteers, and their method for distributing seeds. In the end, these organizations share similar missions yet they do not distribute seeds in the way that LL does. This made it difficult to make comparisons between LL and these programs, but it was useful in terms of thinking about how LL could expand or improve its services.

#### **Food Bank Observations**

A major piece of the work for this project was to observe how the seed distribution program operates at various food banks in the Seattle vicinity. To accomplish this, I visited nine food banks throughout the area during the spring distribution of seeds. The locations were chosen based on the days LL would staff a seed box at each respective food bank as well as my availability that day. Each observation period lasted approximately 1 to 2 hours, the typical duration of the seed distribution session. During visits, I observed seed distribution operations, spoke with food bank recipients who did and did not take seeds, and when feasible, conducted surveys with food bank clients. I

recorded notes from my conversations and observations on a worksheet, gathering data on race (based on physical appearance), whether or not the individual spoke English, and responses they had about the program. Recording these factors from the seed distribution provided me with valuable information about the attitude of food bank recipients toward seed distribution and any potential patterns about who the project was and was not serving.

## **Survey**

As mentioned in the previous chapter, I had originally set out to evaluate the efficacy of LL's seed distribution program in promoting self-sufficiency and reducing hunger by conducting a survey with past program participants. The goal of the survey was to assess the impact of LL's seed distribution program by answering the following questions:

- How many people successfully harvest food grown from the distributed seeds?
- What were challenges faced (by the people who received seeds) in trying to successfully harvest food?
- What additional help do these people feel they need to successfully harvest their own food?
- What additional help do these people feel they need to successfully improve self-sufficiency and reduce hunger in their household?

Locating individuals who had taken seeds in the past proved to be problematic. Since there was no baseline data on program participants, in order to locate participants, I visited food banks during seed distribution, asking recipients as they came through the seed line, if they had taken seeds the previous year. This was the qualifying question necessary to conduct the survey about participants' experience with the seeds.

Unfortunately, many people answered no. Many individuals said they had recently moved to Seattle; others, who presumably did not speak English, simply shook their head.

It is unclear whether the inability to locate past participants was primarily due to language barriers, to the fact that food banks serve a transient population, because individuals did not wish to answer questions, or simply because the majority of past

participants were not at the food bank that day. Whatever the reason, I was only able to conduct fifteen surveys. This allows me to make only speculative comments regarding the seed distribution program. The data are limited and should not be presumed to be generalizable across all situations or across all program participants. Nonetheless, there are a few consistent patterns seen in the surveys that highlight the findings from other research methods.

### *Survey Content*

The survey instrument includes both quantitative questions—closed answer questions with response categories determined in advance, and qualitative questions—open-ended questions that allow participants to share their personal experience and opinion of the program. Gathering data on fixed responses can make data analysis simpler because: 1) responses can be directly compared; 2) they can be easily aggregated and; 3) many questions can be asked in a short amount of time. Also, quantitative data will allow LL to draw conclusions about the extent and distribution of an impact with a known degree of confidence. It can be very powerful to have the information needed to make precise statements such as “60% of surveyed participants were able to grow and eat their own food”.

On the other hand, respondents must fit their experiences and feelings into the predetermined categories, which can distort what respondents really mean or experienced. Also, the survey administration may be perceived as impersonal, irrelevant, and mechanistic which could discourage participation. Thus, the survey also includes some open-ended qualitative questions. Qualitative data are not as useful for statistical comparison but are helpful in understanding the processes by which the program takes shape and how these processes affect program participants. These qualitative questions will help LL to identify recurrent themes and patterns in the responses. Qualitative questions will also be a source of personal vignettes and accounts of real individuals that are often a powerful way to communicate the impact of the program to the community, potential future-participants, donors and other stakeholders.

### *Key Evaluation Assumptions*

There are a number of key assumptions that are implicit in this survey design:

1. Clients are willing to be observed and participate in the survey.
2. Clients are available and willing to participate in follow-up surveys next year.
3. Language barriers will not skew survey answers.
4. Clients will not try to “throw” the results of the evaluation by offering biased answers.

### *Limitations*

The findings from the survey may offer a biased viewpoint of the seed distribution program since only those who participated in the survey will be represented in the results. The respondents may not accurately represent the overall sentiment of the hundreds of participants.

### **Data Analysis**

Since 1999, Lettuce Link has gathered data on seed distribution. During seed giveaway, LL staff or a volunteer records the number of seed packets given to each individual, as well as their ethnicity based on physical appearance. Ethnicity is broken into five categories: eastern European, Asian, Latino, African American, Caucasian, and Unknown. The information is tallied at the end of the spring and summer seed distribution and LL reports the number of people served in their yearly newsletters.

By analyzing the trends in racial demographics of people served from 1999-2005, I was able to see if there have been significant shifts in the types of people being served. The data also helps compare seed distribution at the various food banks and the different groups of people being served at each respective bank. Additionally, I used data that Food Lifeline collects from King County food banks as a comparison to determine if LL is serving a specialized population within the Seattle area. Taken together, the data offers insights into current demand as well as potential unmet demand.

Lastly, descriptive documents of LL's programming from past years, such as newsletters, annual reports, magazine articles, and newspaper clippings are used to compare current and past program activities. LL's seed distribution activities have shifted throughout the years and understanding the dynamics of these changes will help inform my analysis of LL's current approach.

## **Conclusion**

The methods I chose to conduct research for this report are a mix of both quantitative and qualitative information that enable a comprehensive analysis of the seed distribution program. During my research I was able to gain insight into strengths and weaknesses of LL's current approach, barriers to growing food, and potential unmet demand. The remainder of this report will discuss the findings from my research, present my analysis of these findings, and finally, conclude with my recommendations for how LL can move forward.

## CHAPTER FOUR: FINDINGS

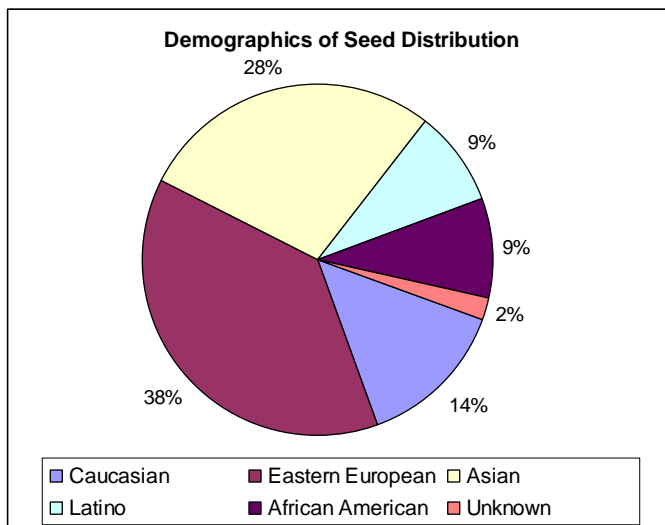
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Lettuce Link asked me to evaluate the effectiveness of their seed distribution project and make recommendations to improve their services. Given this, I focused on three major areas: 1) understanding as much as possible about the organization of the seed distribution process at food banks, 2) determining what type of potential client base exists with people who are accessing the food banks but not taking the seeds and 3) identifying potential barriers that might exist for individuals who are not taking seeds but who might benefit from growing food at home.

The information I gathered through interviews and observations of seed distribution is organized into three sections based on the above categories of findings: current demand for seeds, potential unmet need and the barriers to growing food, and service delivery.

### **Current Demand: Who's Taking the Seeds?**

*Finding #1: The majority of people who take seeds are immigrants, particularly those from Eastern Europe and Asia. As mentioned in the methodology chapter, each year LL records how many seeds packets are given to each individual as well as their ethnicity based on physical appearance. The data shows that in 2005, 38% of the people served were Eastern European, 28% Asian, 14% Caucasian, 9% Latino, 9% African American, and 2% unknown. Between the years of 2001-2005, the percentages of clients served based on their ethnicity have remained fairly consistent.*



According to these findings, Eastern Europeans and Asians are the largest representative groups of LL clients. My observations of seed distribution conclude the same results. During the hours I observed seed distribution, I found that 75% (15 out of 20) of

individuals who came through the seed lines were non-English speaking individuals from Eastern Europe or Asia.<sup>14</sup> In contrast, statistics from Food Lifeline show that 60.3% of food bank clients in Western Washington are Non-Hispanic white individuals.<sup>15</sup> These data indicate that immigrants are utilizing the seed program in disproportionate numbers.<sup>16</sup> This is not surprising given that the region has seen significant growth in the immigrant and refugee population and an increasing overall diversity of the population including Asian, Eastern European, African American, Hispanic, Ukrainian and Vietnamese.<sup>17</sup>

*Finding #2: Those most enthusiastic about taking seeds were Eastern European and Asian immigrants.* At six of the seed distribution sessions I witnessed, when LL set up the table and opened the box of seeds, the first people to hurry over to the table were Eastern European and Asian immigrants. Based on my observations, seed distribution is happily chaotic as immigrants crowd around the table eagerly taking seeds, particularly at food banks with high populations of these groups. Although it is not clear what is being done with the seeds, the enthusiasm displayed during distribution indicates that the demand for seeds is high. LL staff and volunteers, who have in total, distributed seeds for over ten years, tell me that this is a consistent pattern they see as well. They believe immigrants are resourceful people and acknowledge that some of them probably take seeds not to plant, but to sell or give away. In fact, two LL staff members shared that there are rumors of seeds being sent back to former Soviet Union countries to friends and relatives. "So Lettuce Link is global!" joked Trish Twomey.

*Finding #3: Most immigrants who take the seeds gardened in their country of origin prior to moving to the U.S.* Eight of the fifteen surveys I conducted were with Asian and Eastern European individuals and all eight individuals reported that prior to receiving seeds from the food bank, they had grown their own food in their country of origin. LL

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<sup>14</sup> I determined this by tallying the data we had recorded at the end of each session.

<sup>15</sup> Food Lifeline. "Hunger in America 2006 Key Findings in Western Washington". Data based on US Census data from 2004 American Community Survey for Washington State. <http://www.foodlifeline.org/news/recent/detail.cfm?news=134&category=1&return=index%2Ecfm&list=126,127,134,137>

<sup>16</sup> City of Seattle. <http://www.seattle.gov>

<sup>17</sup> 2004 figures found on City of Seattle's website

staff, volunteers, and food bank directors also inform me that based on their observations of seed distribution, their conversations with seed recipients, and their occasional visits to clients' homes, immigrants who take seeds generally have previous gardening experience.

*Finding #4: More seeds are given away at food banks with higher attendance of immigrant populations.* Of the food banks I visited, the most seeds were given away at food banks with high populations of Eastern European and Asian immigrants. For example, at food banks such as OEC, ACRS, and St Mary's, high numbers of seeds were given away. In comparison, at food banks such as West Seattle, El Centro de la Raza, and Family Works, with smaller numbers of immigrants attending, less seed packets were given away. LL's seed distribution data from previous years reveals that up to three times as many seeds were given away at OEC, ACRS, and St Mary's than at West Seattle and Family Works.

*Finding #5: Certain communities present more likelihood of cultivating food from the seeds than others.* As mentioned earlier, eight of the fifteen individuals I conducted surveys with were Asian and Eastern European and all eight reported growing food prior to receiving seeds from the food bank. Additionally, all eight individuals reported that they were able to grow food with the seeds. In contrast, one non-Hispanic white individual I surveyed reported that she was unable to grow food with the seeds and that she had no previous gardening experience. Although there is not enough evidence to report on what percentages of clients who are taking seeds are able to grow food, certain communities, particularly those who have gardened in the past, present more likelihood of cultivating food from the seeds than others. The food bank director for the past seven years at St. Mary's said he had visited many of the homes within the Section 8 housing (a section housing a large number of Asians) and confirmed that there were gardens with vegetables growing. Lee Harper speculated that at food banks such as ACRS, serving predominately Asians, most seeds are planted and that food is grown and eaten by those individuals and their families. She was more skeptical about food banks such as Family

Works and estimated that 50% of individuals might take seeds purely because they are “free stuff”.

### *Summary*

After completing fifteen surveys and visiting nine of the food banks during seed distribution, a few things are certain: lots of people, in particular immigrants from eastern Europe and southeast Asia, take seeds; many are excited about taking seeds; and many I spoke with said they were able to grow food with the seeds.

### **Unmet Need and Potential Barriers**

In addition to understanding the current demand for seeds, it is also important to think in terms of who is *not* accessing seeds and the types of barriers to gardening that LL clients face.

*Finding #1: Non-Hispanic white individuals are least likely to take seeds.* Statistics from Food Lifeline show that 60.3% of adult clients who pick up food at food banks in western Washington are Non-Hispanic white individuals.<sup>18</sup> In contrast, Lettuce Link’s data show that in 2005 only 560 Caucasian individuals (14%) were served during staffed seed distribution. While racial or ethnic background data solely for Seattle food banks is not readily available, these numbers suggest that the largest population of people visiting food banks are not taking seeds. In my own observational data, only 10% (1 out of 10) of the individuals who took seeds were non-Hispanic white. It should be noted that these statistics may not fully represent the number of non-Hispanic white individuals who participate since I only visited 9 of the food banks, all of which vary greatly in racial demographics.

*Finding #2: Lack of land or space to garden is a major deterrent from taking seeds.* One of the most common responses I heard as to why people were not taking seeds was lack

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<sup>18</sup> Food Lifeline. “Hunger in America 2006 Key Findings in Western Washington”. Data based on US Census data from 2004 American Community Survey for Washington State. <http://www.foodlifeline.org/news/recent/detail.cfm?news=134&category=1&return=index%2Ecfm&list=126,127,134,137>

of land or space to garden. Although LL offers maps of P-patch gardens to interested clients, based on my observations, the number of maps offered varies, depending on who is staffing the seed box. When LL's program manager staffed the box, P-patch maps were offered frequently; however, when volunteers staffed the box, maps were not given out unless people asked for them.

Several people I spoke with who lacked space to grow still took seeds for a friend or relative, but many individuals chose not to take seeds at all. This finding indicates that unless people have access to land that they can cultivate, giving away seeds might not be enough to get people to grow food.

*Finding #3: Lack of knowledge about gardening is a major deterrent from taking seeds.* At least five people I spoke with told me they were not taking seeds because they didn't know how to garden. Likewise, every LL volunteer I spoke with believed that a packet of seeds alone was not enticing enough for those who do not already know how to garden. Presumably, these groups of people do not even come over to the seed table. LL volunteers involved with seed distribution feel that additional resources are needed in order to encourage people without the knowledge to garden and believe that without technical assistance to get individuals started, seeds might be insufficient to get individuals to grow their own food.

*Finding #4: Many people do not have the time or the energy to garden.* It is safe to assume that many other barriers deter people from taking seeds to grow food at home, especially lack of time and energy. Responses I heard as to why people were not taking seeds included:

- "I've grown in the past but not anymore."
- "I don't have a shovel or rake."
- "It's a matter of time."
- "To be honest, since it's just my husband and I, it's not worth it—he can no longer work outside."
- "As a working single mother, I don't always have a lot of time for gardening."

- “Too tired, too much work.”

One LL volunteer believes that the verbal reasons given by people who do not take seeds are good indicators of where they are in their life; “If they say they don’t have garden space, it might really mean ‘I’m exhausted and don’t have time’”.

*Finding #5: For certain populations, food banks might not be the best venue for distributing seeds.* Outside of LL, I spoke with several individuals involved with the emergency food system who are skeptical of whether food banks are the most effective venue for seed distribution. Their argument is that people visit the food banks out of necessity and gardening is presumably the last thing on their mind. One woman I spoke with said “I think of food banks as a point of crisis in someone’s life—people don’t wake up in the morning and think, ‘Oh, what nice day, I’m going to go to the food bank,’ it’s ‘I have to go to the food bank’”. Indeed, the thought of picking up seeds while at the food bank might not be a readily made connection when people are juggling so many other concerns. My observations of food banks indicated similar findings. For most individuals, visiting the food bank was not an activity of leisure and I got the sense that people came and went as quickly as possible.

Aside from questioning whether food banks are an appropriate place to distribute seeds, another point of concern is whether food banks are the appropriate place to provide people with knowledge about how to grow food. This skepticism derives from the continual challenge food banks have in informing their recipients about other important information. For example, there is a push to increase the participation of federal nutrition assistance programs like food stamps, WIC, summer food and school breakfast, yet running a successful campaign to educate people on the benefits of food stamps has proven quite difficult. “There are many things we’d like to educate people about at a food bank” explained a staff member of the Washington Food Coalition, “and we have yet to successfully make that happen”. If food banks have yet to discover how to effectively educate patrons on important information, they wonder whether is it realistic to assume LL will be able to provide the supplemental knowledge for individuals to grow food from seeds.

An employee of the University food bank wondered whether people would know what to do with seeds considering many of them don't even want to cook food, let alone grow it. "We're still trying to get people to cook the food that's at the food banks. So to go all the way back to seeds and to say, 'not only do we want you to cook that food, we're going to show you how to grow it!'—I'm not sure if that's realistic." She explained that a lot of people gravitate towards the more prepared foods offered at the food banks and that when there's a choice between more prepared and less prepared food items, the more prepared items tend to win out. "It's the advent of hamburger helper—add water and go". She likened this pattern to the seed distribution, "If I'm going to grow something I'm going to buy a plant that's already started, I don't necessarily think I'm going to put seeds in the ground."

### *Summary*

Among the many barriers that individuals face in order to be able to grow their own food, four were consistently referred to: lack of gardening knowledge, insufficient tools to garden with, time constraints, and the lack of space to grow food. For these individuals, growing their own food usually becomes the last priority when faced with bills, health issues, and simply ensuring that their basic needs of food and shelter are met quickly.

### **Service Delivery of Seeds:**

The following findings come from my observation of the seed distribution process and will help inform the immediate refinements that I discuss in the recommendations chapter.

#### *Finding #1: Often, LL was not at the food bank during the first hour of operation*

As mentioned in the previous chapter, LL aims to arrive at food banks 15 minutes prior to opening in order to distribute seeds during the initial rush of people. However, due to miscommunication, food banks often opened before LL arrived. This prevented LL from serving the largest amount of people possible because generally there is only a slow trickle of people after the first hour. This was the case during my visit to El Centro de la

Raza. The LL volunteer and I arrived at 1:00 p.m., the time we were asked to arrive. However, we quickly discovered that the food bank had opened at noon. It was confirmed that we missed the initial rush when one of the food bank staff members said, “you should have been here an hour ago, a hundred people came through the line.” This finding indicates that in the future, when LL makes arrangements with the respective food banks, they will need to stress the importance of arriving at the food bank when it opens.

*Finding #2: Non-English speaking recipients do not have access to all the resources LL provides.* Printed materials are available in only English and sometimes Spanish. This means that non-English speaking clients, other than Spanish speaking clients, are unable to utilize the gardening information packets or the p-patch garden maps. Staff and volunteers estimate that at least 9 different languages are spoken by those who take seeds, some of the most represented languages being: Laotian, Mandarin Chinese, Russian, Spanish, Ukrainian, and Vietnamese.

Seeds that arrive in bulk are repackaged in white paper with the name of the vegetable written on the front of the package in five of the seven languages, Mandarin Chinese, Vietnamese, Spanish, Cambodian, and Russian. In addition, seeds donated from SeedCorps have pictures of the mature vegetables on the packets. However, during my observations, non-English speaking individuals were sometimes confused about what types of seeds were being given out. In order to address this problem, LL’s program manager, currently brings pictures of the various vegetables to the seed distributions and has the recipients point to the ones they want. From my observations, this worked very well with the non-English speaking individuals and in fact sped up the process. People could point to the vegetables and Michelle could quickly grab them from the box rather than recipients searching through the entire box for the various seeds. Unfortunately, the pictures were only at the seed distribution sessions that Michelle attended.

According to the 1992 bi-annual report of the Seattle Food Committee, an interpreter also helped LL’s staff organize and recruit new gardeners for a gardening project at Holly

Park. At this time, most interested gardeners were Cambodian and Vietnamese, and language barriers were overcome using both interpreter outreach and sketching of work tasks.

*Finding #3: There is often a shortage of the most popular seeds.* Six out of the nine seed distributions I visited ran out of the most popular seeds, usually Pak Choy, cilantro and green onions. Green onions, for example, are among the most popular because they are easy to grow and don't take up much space in a garden. Likewise, root crops, such as potatoes and beets, are in high demand. For the past two years, Lettuce Link has received a pallet of vegetable and flower seeds from SeedCorps. These packets are much more appealing to clients than the bulk seed packets as they have pictures and planting instructions. Moreover, it is easier for non-English speaking individuals to identify what types of seeds are been given. However, Lettuce Link is not able to request which types of seeds they prefer to receive from SeedCorps, therefore, they run out of the most popular seeds. Although LL purchased \$500 of Pak Choy in bulk, it was not enough to fill the demand.

*Finding #4: Recording methods are not standardized:* For the past five years, Lettuce Link has recorded the number of seed packets given to the number of individuals and their ethnicity based on physical appearance. Former program manager, Lee Harper, said she began recording ethnicity because she realized different groups of people were taking different seeds. Understanding what percentage of each population was being served was useful information for determining which seeds were needed at each respective food bank. However, now that seed distribution is orchestrated primarily by volunteers, there is a lack of consistency in how data is recorded. I observed seed distribution with three volunteers, and all recorded data differently. One woman had forgotten the sheet at home and could not record at all. She was of the opinion that it was hopeless to try and keep good records.

*Finding #5: Hours of operation of seed distribution make it difficult to find volunteers.* Both current and former LL staff expressed that the hours of operation of seed

distribution—generally in the middle of the day during the week—make it hard to find volunteers who can commit to more than one session. Consequently, LL ends up turning down a lot of volunteers, since it is inefficient to take the time to train a volunteer who is only available to staff a box once a month. LL currently has four volunteers, two of whom are bilingual—one in Chinese and the other in Spanish.

*Finding #6: There are secondary benefits to gardening.* During this process there have been informal validations of the secondary benefits to gardening. For example, aside from growing nutritious food, people have shared with me their satisfaction getting physical exercise in the fresh air or the joy of gardening with their children. Likewise, people have expressed their sense of accomplishment as the visual results of their garden become evident.

LL volunteers and staff, as well as other gardeners I spoke with, also believe there are psychological benefits to gardening and that quietly tending a vegetable patch helps relieve feelings of anxiety. To the extent that seed recipients *do* in fact garden with the seeds LL distributes, perhaps the seed project serves emotional needs along side of practical ones. One volunteer described it like this, “Four packets of seeds isn’t going supply a family with enough food to have them stop going to food banks. It isn’t going to make or break someone’s hunger situation but hopefully it will inspire them and they will become more aware of the benefits of eating better and growing their own food”.

*Finding #7: Because Lettuce Link has other time-consuming projects, the seed distribution program has not received the attention it deserves.* Lettuce Link’s past and current employees feel that seed distribution is the element of LL’s programming that has received the least amount of attention. They tell me that although there has been significant growth in every other area of LL’s programming, especially at Marra Farm, the seed distribution project has remained the same for the past seven years.

According to Trish Twomey, in the beginning LL was a part time project focusing primarily on both seed distribution (which took place at only 4-6 food banks) and

coordinating the volunteer pick-up and transportation of vegetables from local gardens to the food banks. At this time, LL was run by Wendy McClure, an active community gardener involved with the initial work on King County food policy and supporting community agriculture. Since seed distribution volumes were much lower, Wendy was able to integrate other resources into the seed distribution project. She incorporated garden education into the sessions and introduced container models for growing food in plastic buckets. Likewise, she worked with the local gardeners around the city—not only P-patches but other garden venues, in order to help food bank recipients get the supplies and education they needed to grow food.

Based on historical documents and interviews with LL staff, LL evolved for three reasons. First, Cultivating Communities, a partnership between the Seattle's P-Patch Program and the Seattle Housing Authority (SHA) that provides community garden sites for residents, grew dramatically from 1996-1997 to include some income generating gardens and seven more community gardens. This allowed LL to shift their focus away from creating low-income gardens, and to focus on other projects. Second, the number of P-patch sites tripled in several years, and all had plots dedicated to the food banks. Suddenly it was more than individual gardeners donating food now it was a city-wide effort. As P-patch sites continued to expand so did the number of food banks interested in receiving fresh produce. This required much more coordination in terms of transporting food and LL chose to fill this role, devoting its time to moving surplus products from the P-patch sites to the food banks. Lastly, in 1997 restoration efforts to Marra Farm began and LL began focusing much of its efforts there.

*Finding #8: Throughout the years, there has been loose collaboration with other community food security organizations.* According to Lee Harper, in the past, LL had a stronger connection with Tilth, a non-profit organic gardening and urban ecology organization with demonstration gardens, children's programs, workshops and events.<sup>19</sup> During this time, LL received flats of seed plants from Tilth that were left over from their annual plant sale. However, the plant sale eventually got so big that Tilth switched from

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<sup>19</sup> Tilth website, <http://www.seattletilth.org>

growing their own plant starts to contracting plants starts through consignment shops. Consequently, it became too expensive to give the extra plants away to LL, although they did donate five flats this past year. Additional approaches to collaboration that took place throughout the years are as follows:

- For two years, loose collaboration took place between P-patch, Tilth and Lettuce Link to offer free gardening classes. P-patch obtained funds from SPU to conduct the gardening classes in conjunction with Tilth, and LL then advertised the classes at food banks.
- LL used to offer scholarship passes to Tilth's educational workshops.
- LL currently sets up a booth at both Tilth's harvest fair in the fall, and plant sale in the spring, in order to 1) collect fresh produce to donate to food banks, 2) encourage gardeners to plant a row for the food bank, and 3) encourage people to buy an extra plant from the fair to donate to someone in need.
- Occasionally an article about LL is posted in Tilth's newsletter encouraging people to donate seed starts.
- In the past, LL received many volunteers through Tilth via their website but this has changed now that Tilth has their own volunteer program and food bank garden.
- Tilth used to donate both old and new gardening guides to LL that thoroughly described how to grow food in the Northwest, and these were passed on to the seed recipients. Currently, Tilth donates a few guides to the Seattle Housing Authority.

## **Conclusion**

My findings illustrate, but are not limited to, the following: 1) the highest demand for seeds is with immigrant populations, 2) giving away seeds appears to be most productive with those who have had previous gardening experience, and 3) those who are not taking seeds face barriers to growing food. Taken together, these findings indicate that gaps exist between those who LL is trying to target, and those who are currently being reached. The following two chapters will focus on 1) how LL can improve services to

current seed recipients, 2) reach out to those who are not taking seeds, and 3) experiment with alternative venues for interacting with people about gardening.

## CHAPTER FIVE: ANALYSIS

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The findings from the previous chapter indicate that the program is high in value for immigrant populations. There is substantial evidence that for these populations, the seed distribution project is monumental in helping them grow food. However, two of the findings from the previous chapter indicate that there is a large group of low-income people who are using the emergency food system but who are not taking seeds. The food banks are serving a diverse group of people and LL's challenge will be to successfully reach clients who are least likely to take seeds. Beyond this, many other findings presented in the previous chapter have implications for how LL can more effectively serve its current clientele. I will address these findings in the recommendation chapter that follows, specifically discussing how LL can strengthen their current approach. This chapter, however, will focus solely on the findings that imply LL's need to expand their services in order to reach those who are least likely to grow their own food, the barriers preventing people from taking seeds, and what other programs are doing to encourage people to grow their own food. While there are many possible reasons why these people are not taking seeds, I focus on the following three barriers and the opportunities LL has to address these.

- Lack of knowledge about gardening, (including insight into the secondary benefits of gardening)
- Lack of time or physical capabilities
- Lack of resources: space, soil, and tools

Although these themes do not address every individual finding that I discussed in the previous chapter, the ability of LL to promote gardening at home is primarily dependent upon the amount of progress they are able to make on the three issues listed above.

Lastly, for the purpose of this analysis, specific findings concerning the value of food banks as a delivery system will be discussed at the end of the chapter.

**Barrier: Lack of knowledge about gardening**

Having established that lack of knowledge about gardening is one of the barriers clients at the Seattle-area food banks face in taking seeds (finding # 4), the question for LL becomes how to reach out to these individuals. It is likely that for these people, more than a packet of seeds is required in order for them to grow their own food. Immigrants who have plenty of experience with gardening might not need additional resources—a packet of seeds can get them far—but others who have had no experience gardening, potentially require more assistance, including information on how to garden and tools to garden with.

Currently at LL's seed distribution, if individuals are interested, they are given an information packet describing how to grow various vegetables, along with their packet of seeds. However, there is nothing in this packet on how to start a garden if you don't already have one.

**Opportunity: Creating a “How-to-Start-a-Garden Packet”**

Creating an additional packet outlining how to create a garden, particularly a low-cost one, is a way to reach more individuals without requiring a lot of additional time and capacity for LL. These packets could contain creative ways for finding space, soil, and gardening supplies at a low cost. They could also include information on how to link up with garden spaces throughout the city. There are over 50 P-Patch community gardens in Seattle, some of which have open plots. Individuals can also put themselves on a waiting list for a plot. One LL volunteer I spoke with shared that she was thinking about creating such a packet. The next question then becomes how to engage those who have not gardened in the past to use these packets to start their own garden.

My findings reveal that food bank recipients who do not know how to garden (or who are not presently interested in gardening) are not approaching the seed table. Rather, they wait in line for food and then depart. While LL staff and volunteers do a good job of sharing gardening information when they are approached, they do not help people who do not come forward. This can be addressed in the short-term by setting up the seed table

closer to the line of food and interacting more with individuals about whether they are interested in gardening. Additionally, hosting short education sessions at food banks about starting a garden, along with providing seeds, could encourage more people to participate.

### **Opportunity: Education Sessions at Food Banks**

Hosting short education sessions at food banks about gardening is a viable option which Lettuce Link could pursue to reach-out to those who don't know how to even begin to garden. Critical to LL's mission is the desire to work alongside low-income individuals, in a supportive role, providing them with resources necessary to grow food. The current 30-60 second interventions with individuals who already know how to garden might work well, but more involvement will be needed for those who lack this knowledge. While the language barriers prevent LL staff and volunteers from having conversations with non-English speaking immigrants who come through the line, fortunately, findings from the previous chapter indicate that most of these people already know how to garden. Moreover, the findings also show that the language barrier does not exist for many people who do not know how to grow—mostly non-Hispanic white individuals—therefore it should be relatively easy for LL to hold gardening education sessions.

### **Barrier: Lack of insight into the secondary benefits of growing one's own food**

While growing food to promote food security is the primary goal of gardening, finding #5 reveals that empowerment, self-sufficiency and pride are also valuable ends to gardening. The link between control over one's food and empowerment as a result of growing food, is an important component of LL's program.

### **Opportunity: Hands-on gardening education**

Educating individuals about these secondary benefits is perhaps done best when one can experience for themselves the benefits of gardening. This hypothesis supports the argument that hands-on gardening experience for novice gardeners is an opportunity to change an individual's perceptions about his/her ability to garden.

**Barrier: Lack of time or physical capability**

Lack of time or physical capability is another barrier elicited from the findings chapter that many individuals at the food bank face in growing their own food. Gardening is a time consuming and somewhat labor-intensive task that requires a certain level of commitment. The time it takes to grow food might be a hindrance, especially for single parents, the elderly and disabled people. LL could address this barrier by exploring additional activities and assistance to help cut back on hours and labor required in gardening.

**Opportunity: Kitchen Garden Project**

*Kitchen Garden Project (KGP)*, a program of Garden-Raised Bounty in Olympia, is a program that goes the extra mile in helping people grow their own food by building free raised-bed gardens at their homes in addition to providing seeds and gardening information. KGP garden recipients receive 3 raised beds, a trellis, fertile soil, seeds, plant starts, a gardening guide, and the opportunity to work with a garden mentor. The gardens can produce up to \$650 of fresh produce per season. KGP specifically targets seniors, disabled people, and single parents. KGP coordinator tells me that garden recipients face similar barriers to growing food to those found in this report; lack of time, physical capability, and tools. KGP is a viable option for LL to reach out to low-income families in that it addresses these barriers by offering the space, tools, *and* seeds to garden with.

According to Lee Harper, KGP was originally in Seattle, in the year 1999. During that time, an Americorps volunteer connected with the West Seattle food bank to build 25 gardens for low-income families in the area. When the project folded in 2001, the director of the program offered LL \$10,000 to take it over. However, this was during the same time Marra farm was taking off and LL did not have the capacity to take on another project. Instead, Cultivating Communities absorbed the project and turned it into their own idea.

**Barrier: Lack of resources; space, soil and, tools**

My findings suggest that another barrier to growing food is a lack of resources and space to garden. Many individuals I spoke with indicated a desire to garden but said they were not taking seeds because they had no place to plant. Some live in small apartments, or in places without a porch or back yard.

**Opportunity: Container Gardens**

One option for LL is to provide containers or buckets with soil for individuals who lack the space to have a full garden. The City of New York Food Bank has recently implemented a “Garden in a Bucket” project. Last year they gave out 200 bucket gardens (5-gallon buckets with tomato or pepper plants) and 100 seedlings without buckets to low-income individuals at the food bank. The project is a special distribution that takes place at the food bank during a two-week period in the spring. It is advertised in conjunction with food distribution and individuals sign up on a first-come, first-serve basis. Twenty to thirty individuals are given a bucket each day. Nutritionists and master gardeners meet with each recipient for ten to fifteen minutes, providing them with gardening and nutrition information, information on using food stamps to buy seeds and seedlings, and information on how to plant a container garden next year. The project is meant more to raise awareness of hunger than to provide a family with a meaningful source of food. However, these plants will bear four to six tomatoes—healthy and fresh and something families might not be able to afford to buy on their own.

The “Garden in a Bucket” project is a feasible option for Seattle food bank patrons who do not have a backyard but do have access to a balcony, porch, rooftop, or virtually anywhere that gets a fair amount of sunlight. For novice gardeners, portable gardens are a nice way to give gardening a try, as it requires a smaller amount of maintenance. This project is a viable option for LL to consider implementing as a supplement to their seed distribution project, providing additional resources and technical assistance with regard to starting a garden. It is both low and cost and easy to implement. It would help LL reach food bank clients who need more resources than seeds alone. During my observations at

food banks, clients expressed interest in obtaining a bucket-garden, although transportation for getting the bucket back home would be needed.

Since “Garden in a Bucket” is a program new to the NY food bank, project coordinator Theresa Gerald is trying to answer some of the same questions as Lettuce Link:

- How does the program help the client?
- Does it empower them?
- Has it improved their access to affordable fresh produce?
- How useful is the gardening information that they received?
- Are they planning to garden again?

A baseline survey is given to the clients in the spring when they receive their bucket gardens and then a follow-up survey is conducted by phone in the fall with as many clients as they can get in contact with. Although conclusions about the program have yet to be drawn, Gerald reported some anecdotal information about the success of the project received from the coordinators at the sites where buckets were distributed and from the interns doing the fall survey phone calls:

- “...eating a warm, fresh tomato right off the bush made my day.”
- “I’ve already designated a larger space for more vegetables and fruits next year and am anxious to begin next year’s planting when the time is right once more.”
- “It was fun planting them with my children.”
- “Now that I am retired and living on a fixed income it is most helpful to be able to grow our own vegetables.”

### **Food Banks as a Delivery System**

LL’s core service group has always been the food bank network and is thus the logical place to connect with vast amounts of people who are experiencing hunger issues. The findings about current demand reveal that distributing seeds at food banks is an effective method in promoting certain populations to grow their own food. Nonetheless, for this analysis, it is important to ask: to what extent is the food bank an appropriate place to distribute seeds and arm people with knowledge?

There is likely a large number of food bank patrons who are not taking seeds but who would benefit from growing their own food. These people face a number of the constraints mentioned above and may eventually take seeds if they were educated about how to garden and provided with additional resources to grow their own food. However, two of the findings indicate that because individuals arrive at food banks out of necessity to meet their basic food needs, they might not be in the right mindset to think about gardening. One of LL's volunteers explained, "first you need food and shelter and then, maybe, you can think about growing a garden". Another volunteer said, "When people arrive at food banks their minds are on everything besides gardening". These individuals may be potential clients for seed distribution if they were reached in a different way or if they were offered seed distribution at a place other than food banks.

**Opportunity: Attach project to Low-income Housing Complex**

Since the need to utilize food banks comes at a point of crisis for some, in addition to distributing seeds at the banks, LL should consider connecting with families and individuals outside of the emergency food system as well. For example, there are organizations that work with children and families through low-income apartment complexes. Sometimes these apartment complexes have family centers where social service organizations conduct programming with teens and parents. This is a viable point of intersection for LL to reach individuals who require additional gardening resources along with their packet of seeds.

This strategy might be less time consuming and labor intensive than the "Garden in a Bucket" project, as it would not require a truck for soil or transportation for participants. Furthermore, after the initial gardening lessons and seed donations, these groups will not require ongoing involvement with LL and will become self-sufficient over a short period of time.

LL has recently been in contact with the Low-Income Housing Institute at Denny Park. A resident of the new green building found LL through a web-search and contacted Michelle about her interest in gardening organically. The building has an empty planter

and LL is currently communicating with both the resident and a social worker who works at Denny Park about implementing gardening lessons. This is an opportune time and place for LL to initiate a gardening program at a low-income housing facility in order to address the barriers to gardening discussed above.

Denny Park could serve as the pilot project for LL to work with low-income housing or family centers within these apartment complexes. If the project is successful, LL will be able to build relationships with other community-based social service organizations that they could then partner with. This recommendation is a promising way of targeting certain groups of people who are less likely to grow food.

### **Opportunity: Education Sessions Outside of Food Banks**

As mentioned above, holding additional gardening sessions outside of the food banks is another option. In a separate program, LL currently uses Marra Farm as an outdoor classroom to educate elementary students on food production and organic growing. LL could hold similar education sessions at Marra farm for the recipients of the Providence Regina House food bank—the bank located near Marra farm. Hands-on lessons are much more attractive than the gardening packet as they are more interactive and engaging. LL could advertise these sessions at the food bank and have people sign up on a first come, first serve basis. These lessons could take place both in the spring and summer, in conjunction with the seed distributions, and LL could provide transportation from the food bank to the farm.

In exploring different options for educational gardening sessions, LL should look at other organizations currently involved in this service. Denver Urban Gardens (DUG) is a community food security program with a mission similar to Lettuce Link's. Primarily serving low-to-moderate income populations in urban neighborhoods, DUG provides opportunities for participants to supplement their diet with produce grown in nearby public gardens.<sup>20</sup> Similar to LL, they provide free vegetable seeds and transplants to low-

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<sup>20</sup> DUG Website: <http://www.dug.org/>

income individuals through an application process rather than at food banks. DUG also offers interactive education sessions on gardening to youth and adults.

### **Conclusion**

The three major barriers to gardening discussed above: lack of knowledge, time and resources, must be addressed in order to reach other low-income communities who are not currently taking seeds. The key to accessing this client base will be providing education on gardening, additional resources for growing one's own food, and creating more hands on opportunities for individuals to experience the benefits of gardening. While the exact extent to which these strategies will increase participation remains to be seen, addressing these barriers will be necessary in order to reach these individuals. Borrowing techniques from other organizations may provide LL with the leverage needed to reach these people. This last chapter discusses short-term and long-term recommendations that will help LL reach clients.

## CHAPTER SIX: RECOMMENDATIONS

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Based on my findings and analyses, this chapter proposes both immediate refinements and potential long-term strategies that LL can take to fulfill its mission to help people grow their own food as a means of reducing hunger and promoting self-sustainability. In keeping with the broad themes that emerged from these findings, these recommendations focus primarily on enhancements to the current approach and potential strategies for seed distribution in the future.

### **Immediate Recommendations**

The following seven recommendations derive from my findings about service delivery and focus on how LL can make refinements to its seed distribution program in order to more efficiently meet the diverse needs of its clientele. Several of these recommendations are already being implemented. These recommendations should be implemented prior to next year's spring distribution in order to improve LL's services.

*Recommendation #1: Translate gardening information packets into the following five languages: Chinese, Russian, Spanish, Ukrainian, and Vietnamese (currently underway).*

As noted from the findings chapter the seed projects are most popular with non-English speaking immigrants from Asian and Eastern Europe. Translating the information packets into their own languages will provide these clients with additional resources to garden successfully. This will be especially helpful with the less familiar vegetables that were perhaps not grown back home. Although there are many other languages represented by food bank clients, LL should determine which of these languages are used most frequently before putting further resources into translation.

### **Recommended Action Steps:**

- 1. Contact various food banks for further advice about what languages to translate to.**
- 2. Contact Red Cross to perform translation services or identify bilingual food bank clients to translate.**
- 3. Display new packets during distribution so that clients are aware of the**

**new service.**

*Recommendation #2: Standardize method of recording how many seed packets are given to individuals.* In order to ensure accuracy of data, it is important that LL standardize the recording method and ensure that all volunteers are aware of this process. This will help inform programming in the future. Even if it adds a few additional seconds onto the interaction, it is worthwhile to ensure the accuracy of data.

**Recommended Action Steps:**

- 1. Keep recording sheets with the seed boxes to ensure that they make it to each seed distribution.**
- 2. Speak with each volunteer ahead of time about the importance of recording the information and the specifics of how to record.**

*Recommendation #3: Create a “How to Start a Garden” pamphlet to distribute to individuals who are gardening for the first time (currently underway).* Currently, LL only provides information on how to grow specific plants and what those plant nutrients are. However, findings show many individuals need more direction in order to grow food. Creating a step-by-step explanation of how to start a garden (including bucket gardens) will hopefully provide people with additional information that will increase their chances of being able to grow food. In order to be most effective, the explanation should include alternative ways of getting soil and tools if people are unable to afford purchasing these items.

**Recommended Action Steps:**

- 1. Once created, have the pamphlet translated into the five languages mentioned above.**
- 2. Create a sticker that reads: Interested in gardening at a P-patch? Call this number.**

*Recommendation #4: Ensure that seed distribution occurs during the first hour of food bank operations.* On-site seed distribution should be limited to the busiest hours at each food bank, which is always the first hour of operation. LL might consider distributing

seeds at only food banks with a high demand for seeds until they incorporate more resources for those who have no experience gardening.

**Recommended Action Steps:**

- 1. Contact Food Banks ahead of time about when the food bank opens.**
- 2. Ensure that volunteer can be there at that time.**
- 3. Arrive ten minutes early so that seed distribution can begin immediately when the food bank opens.**

*Recommendation #5: Purchase more of the most popular seeds (currently underway).*

The findings chapter indicates that there are several types of seed packets that run out during each seed distribution before all those who are interested receive them: Pac Choy, green onions, and cilantro, to name a few. LL could purchase more of these seeds in bulk to ensure that all those who desire these types of seeds are able to receive them. LL could also limit each individual to one packet of the most popular seeds.

**Recommended Action Steps:**

- 1. Contact SeedCorps to see if they can donate specific types of seeds and if so, request an abundance of the most popular seeds.**
- 2. Determine feasibility of increasing budget to buy more of these seeds.**

*Recommendation #6: Stock each seed box with the types of seeds that are most popular at each specific food bank (currently underway).* The findings chapter also indicates that different groups of people prefer different seeds. Ensuring that the seeds available during distribution are the most desired seeds will enable LL to better serve its clients.

**Recommended Action Steps:**

- 1. Determine what groups of people are typically at the respective food bank.**
- 2. Determine what types of seeds specific groups typically prefer.**
- 3. Stock the respective box with these seeds.**
- 4. Limit each individual to one seed packet of each vegetable.**

*Recommendation #7: Recruit more bilingual volunteers.* LL currently has four volunteers, two of whom are bilingual. In order to better reach clients, it would be helpful for LL to build a larger base of bilingual volunteers, especially in the languages of Chinese, Russian, Spanish, and Ukrainian. The most effective way for LL to serve these clients is to be able to communicate with them about how to plant. Moreover, volunteers will be able to get a better sense of people's overall feelings about the project, which could help inform LL's programming in the future. These bilingual volunteers may also be a good source of full-time staff members if LL chooses to expand its services.

**Recommended Action Steps:**

- 1. Advertise for volunteers by posting flyers at food banks.**
- 2. Talk to Food Bank staff about potential bilingual volunteers.**
- 3. Ask bilingual seed recipients if they'd be interested in volunteering.**
- 4. Reestablish a connection with Tilth and request volunteers.**

**Long-Term Strategies**

The five long-term strategies below are based on my findings that LL is not currently reaching many individuals who could benefit from growing their own food, particularly non-Hispanic white individuals who have no experience gardening. The following suggestions are potential strategies for targeting these individuals based on the analysis that more follow through and involvement with these individuals will be necessary in order to cultivate food. These strategies are neither mutually exclusive nor dependent on each other, and could be effectively implemented either together or separately.

*Strategy #1: Implement a "Garden in a bucket" project.* During seed distribution observation, I spoke with many individuals who didn't have a garden but were eager to begin gardening in a bucket. With roughly \$5,000, LL could give away 200 bucket gardens to low income families at the food banks.

**Recommended Action Steps:**

- 1. Coordinate with local gardening stores to purchase the buckets and soil at a discount price.**

- 2. Hold a “bucket-prepping party”—purchase a truckload of soil and have all FPA staff come outside for an hour and put the soil in the buckets so that they’re ready for distribution.**
- 3. During distribution, collect baseline data from clients and follow-up with a phone survey in the fall to see how projected progressed.**

*Strategy #2: Hold 30-minute garden lessons on seed give-away day.* All of the LL volunteers with whom I met with agreed that more involvement and follow through with select individuals was necessary. LL can accomplish this by holding 15-30 minute education sessions that provide basic information on how to begin a garden and grow food.

**Recommended Action Steps:**

- 1. Include hands-on demonstrations by:**
  - a. Providing everyone with bucket gardens to use as instruments, or,**
  - b. Bringing a container garden for display to inform recipients about growing food in small spaces. (Either way, the session should be visual so that individuals are not relying on English in order to learn.)**
- 2. Include information on ways individuals can link up with P-patch gardens.**

The volunteers I spoke with were ready and willing to implement these sessions themselves. While it will undoubtedly be difficult to gain the participation and attention of all food bank clients, persistent efforts to provide potential clients with more information about gardening will raise the visibility level of seed distribution and contribute towards slow and steady attitude change that will hopefully lead to more interest in gardening.

*Strategy #3: Conduct gardening lessons and distribute seeds a venue outside of food banks—attach project to neighborhood organization (i.e. Denny Park).* Based on the analysis chapter, Denny Park is an opportune venue for LL to begin reaching out to

individuals at their local housing-area. LL has already begun to have conversations with a resident and social worker at Denny Park. This recommendation is a promising way of targeting certain groups of people who are less likely to grow food.

**Recommended Action Steps:**

- 1. Coordinate with social worker to ensure there is buy-in for the project.**
- 2. Conduct a site visit. Make sure space is available for the education sessions. (In the case of Denny Park, an empty container has already been identified).**
- 3. Advertise for the gardening sessions by posting flyers around the building.**
- 4. Identify and enroll interested residents.**

*Strategy #4: Create a “Kitchen Garden Project”--build gardens at homes.* Based on the findings and analysis chapters, building gardens for people is a viable strategy for reaching clients who face barriers to gardening.

**Recommended Action Steps:**

- 1. Determine feasibility of increasing the budget to implement the project. (See appendix II for a sample budget provided by the Home Gardening Project).**

*Strategy #5: Give away plant starts as well as seeds.* The findings and analysis chapter indicate that plant starts are presumably more attractive to individuals who have never grown food before and who do not easily make the connection between seeds and vegetables. While seeds are neatly packaged and represent a “pick-up-and-go” type of resource, plant starts are more visually enticing and might provide more incentive for growing food at home.

**Recommended Action Steps:**

- 1. Post requests for plant start donations on both LL’s and Tilth’s website 30-40 days prior to spring distribution.**
- 2. Include requests for plant starts in LL’s and Tilth’s newsletters the month prior to spring distribution.**

- 3. Collaborate with Seattle Youth Garden Works and have homeless youth grow seedlings in their greenhouses.**
- 4. Ask individual gardeners who are currently donating produce to the food banks to donate extra seedlings or plant starts to food bank patrons to grow their own food at home.**

### **Conclusion**

There are many next steps that LL can take to improve its current programming and reach out to potential low-income individuals who are not taking seeds. LL must make the immediate refinements suggested in this report in order to better serve their current clientele and then consider the longer-term strategies for targeting other low-income individuals and families who can benefit from growing food at home.

## APPENDIX I: SEED RECIEPIENT SURVEY

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*This interview is to help Lettuce Link provide better services. There are no wrong answers. All information will be kept private. Please answer the questions as honestly as possible– it will help us determine how the program benefits people and what changes should be made. Lettuce Link is an independent program from the food bank.*

1. Interview date \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_

2. Site Name:  ARCS  
 Baby Boost Fair  
 Cascade  
 El Centro de la Raza  
 Family Works  
 Market Place  
 North Helpline  
 NWCS  
 OEC  
 Providence Regina Hs  
 St Mary's  
 Wallingford  
 West Seattle

3. Were you here last year when seeds were given away?    Yes    No    Not sure  
(if no, skip to 20)

4. (If yes) Did you select any?                    Yes                    No

(If no) Why not? (then skip to 20)

(If yes)

5. What types of seeds and plant start did you choose? (Mark all that apply)

- Cabbage  
 Carrots  
 Spinach  
 Mustard Greens  
 Kale  
 Chard  
 Onions  
 Cauliflower  
 Broccoli  
 Turnips

- Beets
- Radish
- Daikon Radish
- Lettuce (all types)
- Flowers
- hardy herbs (not basil)
- Peas (all type)

6. Were you able to plant the seeds?                      Yes      No

(If yes)

Where did you plant them?

- In a front or backyard garden at my residence
- In a container at my residence
- In a community garden
- Other

(If no, why?)

7. Were you able to grow food with the seeds?

Yes                      No

(If no)

Why was that?

What do you need to be able to grow your own food?

8. Do you have any other thoughts about how we can better help you garden?

9. Did you use the gardening information provided with the seeds to help you plant/grow?

Yes      No

10. Was this gardening information helpful in growing food?

Yes                      No                      Unsure/Don't Know

11. Was this your first time choosing seeds from the food bank? Yes No  
(if no)  
For how many years have you been getting seeds? \_\_\_\_\_

(if yes)

12. Will you take seeds again? Yes No

(if no)  
Why not?

13. Did you grow your own food prior to getting seeds from the food bank?  
Yes No

14. If you didn't get seeds from here, would you still grow your own food?  
Yes No

*Please answer the following questions:*

15. The seeds provided important additional food resources for myself and/or my family  
Agree Disagree Unsure/Don't Know
16. We spent less money on food because we were able to use the food that we had grown from the seeds  
Agree Disagree Unsure/Don't Know
17. My family ate more vegetables than they would have without the seeds.  
Agree Disagree Unsure/Don't Know
18. My family plans to grow a vegetable garden (either a yard or container garden) next year or season  
Agree Disagree Unsure/Don't Know
19. Are you planning to pick some seeds out this year? Yes No Not sure
20. Can we call you in the fall to ask you about your gardening experience? Yes No
21. Age: \_\_\_\_\_
22. Phone number: \_\_\_\_\_
23. Email: \_\_\_\_\_

24. Ethnic background: \_\_\_\_\_
25. Housing: Do you                      own                      rent                      other \_\_\_\_\_
26. How many children under the age of 18 are living in the house? \_\_\_\_\_

## APPENDIX II: SAMPLE BUDGET FROM THE HOME GARDENING PROJECT

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THE HOME GARDENING PROJECT Proposed Budget, 19..  
For 100 Vegetable Gardens

### MATERIALS:

7800 Ft. 2"x8" @ \$.37	\$2,886.
2600 Ft. 2"x2" @ \$.15	416.
Nails, stakes, twine	700.
Seeds, starts	2,200.
Fertilizer, pest controls, tomato cages	1,400.
Soil, 300 yds.	3,000.
	<hr/>
Subtotal:	10,602

### OPERATIONS, EQUIPMENT:

Space rental:	1,500.
(tractor, soil, storage, operating space)	
Printing, postage	1,800.
Tractor purchase	2,000.
Truck purchase	2,000.
Coordinator/Builder	12,500.
Labor	4,000.
Bookkeeping	400.
Fundraising	500.
Workman's Compensation Insurance	1,500.
Liability insurance	1,000.
Tools, gas, miscellany	2,000.
	<hr/>
Subtotal:	29,200.

TOTAL \$39,802.

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