

AMANI UNITED

In Fall 2015, the graduating MBA class of Alverno College created the foundation for creating a sustainable food model for Amani United. The results were presented in the case study entitled, "Building a Case for Change." The Spring 2016 graduating MBA class took the helm and elaborated on the research. Their focus was to look at various models and examples and provide Amani United with suggestion and next steps regarding the formation of a 501(c)(3) and an aggregated food model.

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EXECUTIVE SUMMARY

The December 2015 graduating MBA class from the Alverno College School of Business determined that simply building a big grocery store in the Amani neighborhood to solve the issue of being a food desert would not be sustainable. That class also discovered that Amani United has an interest in becoming a 501(c)(3) charitable organization. While the latter finding will not resolve the food desert problem, it is believed that it will contribute to the solution because the money raised to help resolve the food desert problem would not be taxed. The May 2016 graduating MBA class has continued to research sustainable solutions to bring healthy food options into the neighborhood, and researched what is needed to sustain a 501(c)(3) charitable organization.

501(c)(3) CHARITABLE ORGANIZATION

Amani residents have expressed interest in forming a non-profit organization for the neighborhood. A benefit to gaining 501(c)(3) designation from the IRS would be to fundraise money that is exempt from taxes and would be tax deductible for contributing donors. The ability to have their own funding would give the residents the autonomy to run their own projects and programs. However, the process to apply to become a non-profit is tedious and should not be rushed. Our recommendation is that Amani United use a fiscal sponsor before applying to become a 501(c)(3). This will give Amani United members the time to address concerns and make plans around sustainability, strategy, resident engagement, mission and vision, revenue sources, and training. This will also give members an opportunity to learn about how a successful and sustainable nonprofit should be run. Amani United has strengths already as an unincorporated neighborhood association because the group holds regular monthly meetings and has a good committee structure. These strengths are a good first step toward forming a legally recognized nonprofit neighborhood association. This paper outlines steps Amani can take to prepare for a future 501(c)(3) application with the IRS.

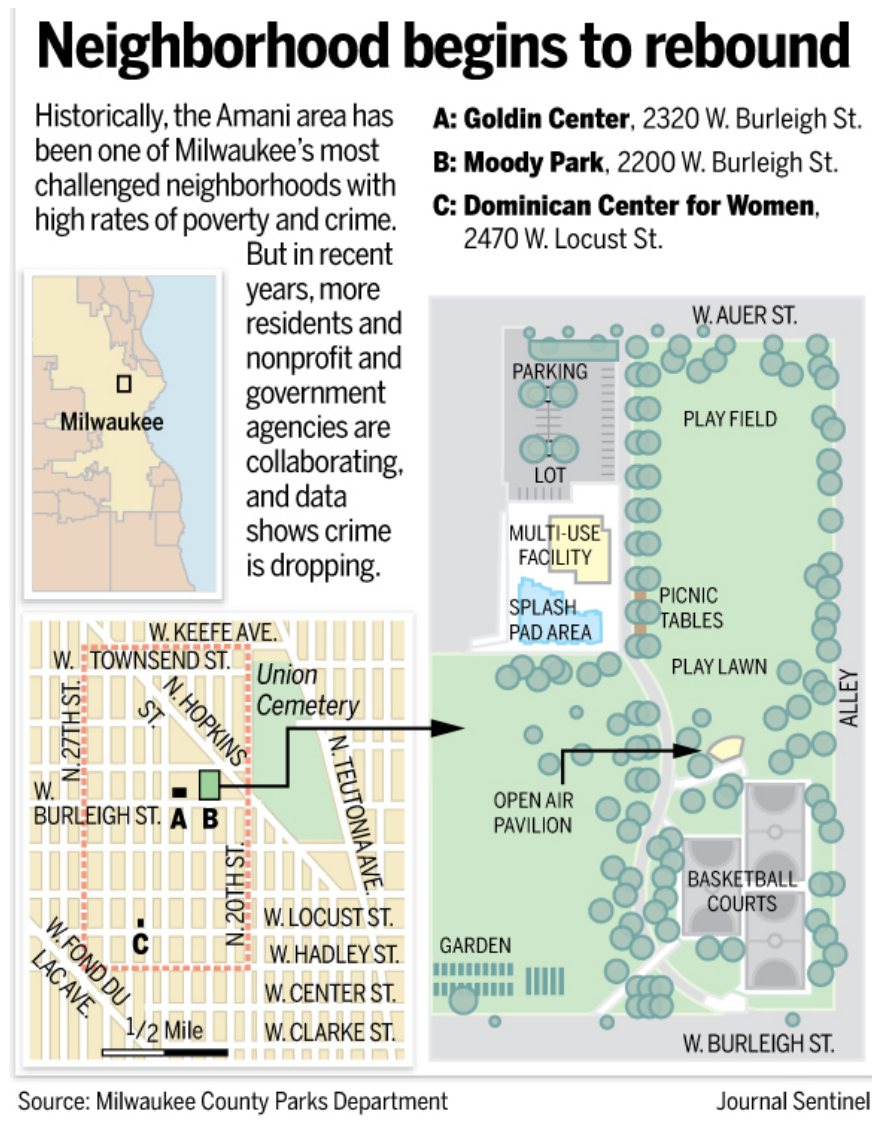
AGGREGATED FOOD MODEL

The Amani community has been designated as a food desert by the U.S. Department of Agriculture. There are no grocers providing fresh food within a mile of 33% of the residents. The community has limited transportation as well as monetary resources. Subsequently, the neighborhood is reliant on corner stores who often times are selling low-quality or expired food at exorbitant prices. However, the one aspect the Amani community has been clear of is that building a big box grocery store within the community will only bandage the problem, not solve it. Because of that, our group looked at various resources and programs both locally and nationally. It is our hope that by providing a bevy of options, Amani will be able to cherry-pick the pieces that work for their community, thereby creating a sustainable model that is uniquely Amani.

BACKGROUND ANALYSIS

LOCATION

The Amani Neighborhood borders are from 20th Street on the east to 27th Street on the west, and from Keefe Avenue on the north to Center Street on the south. The picture below, from the Journal Sentinel, courtesy of the Milwaukee County Parks Department, shows the neighborhood in relation to the City of Milwaukee.



http://media.jrn.com/images/b99451759z.1_20150227230902_000_gs3a4rnj.1-0.jpg

PREVIOUS RESEARCH SUMMARY

In August 2015 John Kordsmeier, from Northwestern Mutual, came to the Alverno College School of Business requesting help to solve the problem of the food desert in the Amani neighborhood of Milwaukee. The Dean, Eileen Sherman, agreed to have the graduating class of MBA students work on the project to provide a sustainable change solution. Because of the transformational change that needs to happen in this neighborhood, it will be a multi-year commitment from Alverno College to consistently have the graduating MBA students pick up where the previous class left off.

The December 2015 graduating MBA class determined that simply building a big grocery store in the neighborhood would not be sustainable. That class also discovered that Amani United has an interest in becoming a 501(c)(3) charitable organization. While the latter finding will not resolve the food dessert problem, it is believed that it will contribute to the solution because the money raised to help resolve the food desert problem would not be taxed. The May 2016 graduating MBA class has continued to research sustainable solutions to bring healthy food options into the neighborhood, and researched what is needed to sustain a 501(c)(3) charitable organization.

501(c)(3) ANALYSIS

501(c)(3) READINESS ASSESSMENT

Several interviews were conducted with people that have been involved with projects in the Amani neighborhood. Some of these people are residents, but there were also people who work in non-profit organizations that either partner with Amani, or provide grants. Everyone that was interviewed had good things to say about the spirit and enthusiasm of the Amani United group, however there are concerns that the Amani United group will not yet be able to sustain the 501(c)(3) status. It is recommended that Amani United conduct periodic readiness assessments. Each assessment can then be used to measure progress and plan the steps needed to become ready.

AREAS OF OPPORTUNITY

Resident engagement: The residents who are involved with the Amani United group represent a very small subset of the total neighborhood population. Without more residents participating, the amount of work necessary to sustain a 501(c)(3) charitable organization may become overwhelming to such a small group. To reach the scale of change that Amani United members would like to achieve, the more residents that are engaged and committed, the better the chances of success.

Clarify priorities: There are some residents that see forming a new 501(c)(3) charitable organization as a top priority, while others are comfortable continuing to work with the Dominican Center for Women, COA, and Northwestern Mutual. Including becoming a 501(c)(3) charitable organization as a regular part of the Amani United meeting agenda will open discussion among the members.

Financial concerns: There are financial and legal responsibilities that are automatically incurred when a charitable organization obtains 501(c)(3) tax exempt status, such as the cost for filing paperwork each year. Charitable organizations must have standard accounting measures in place to ensure money is accounted for and being used to meet the mission of the organization. In addition, where will Amani pursue revenue sources? Amani will need to determine if the membership dues model is appropriate or if grant funding and charitable contributions will be its funding sources.

Training and/or mentoring needed: Leadership training for people who do neighborhood work is needed to increase skills for grant writing, record keeping, project management, and resident engagement.

Loss of existing partnerships: The chairperson of Amani United is concerned that the relationships with the nonprofit organizations, with which the residents currently partner, will end too quickly once 501(c)(3) status is obtained. Amani will need to determine how becoming a 501(c)(3) can build stronger relationships with nonprofit organizations and work together towards a common mission.

Sustainability: If the new 501(c)(3) charitable organization is not sustainable, the negative impact to the neighborhood will be high. It will be difficult to regain the momentum that has been achieved so far by the Amani United group and their partner nonprofit organizations.

THE PERSPECTIVES

Resident Perspective

Some residents view forming a new 501(c)(3) charitable organization as a top priority, while others look to the partner nonprofit organizations for guidance on whether or not to start a separate 501(c)(3) organization, and how to go about it. The residents who are currently engaged with the Amani United group would like to have a separate 501(c)(3) charitable organization because this will be a way to have more control over how money is allocated, however discussions to determine what needs to be done have not yet begun. Sustainability is a concern raised by some residents, as well as loss of the relationships that have been fostered with the partner nonprofit organizations. Safety is a major concern for residents, causing many to feel so insecure that they move from the neighborhood or do not leave their homes after dusk. This insecurity greatly hampers resident engagement. In order for the 501(c)(3) to be sustainable, there will also need to be a plan for the residents to receive training for grant writing, fund raising, record keeping, project management, and resident engagement.

Partner Nonprofit Organizations Perspective

The Dominican Center for Women, COA, and Northwestern Mutual all see possible benefits for forming a 501(c)(3) charitable organization for the Amani neighborhood. All indicated that there has not yet been any work done to begin forming a new 501(c)(3) charitable organization. John Kordsmeier, from Northwestern Mutual, said there needs to be training to build leadership knowledge for people who do neighborhood work, and a certification program for building neighborhood capacity. Sister Patricia Rogers, from the Dominican Center for Women, expressed concerns about resident engagement and participation. She feels that more residents will need to actively participate in Amani United in order to sustain the 501(c)(3) in good standing. Tom Schneider, from COA, thinks forming a new 501(c)(3) charitable organization could be successful if there's a need, but raised the points of low resident engagement, the cost of filing paperwork each year, and the need to identify the problem the Amani charitable organization will solve.

Foundations

During an interview with Susan Lloyd, from the Zilber Foundation, she raised several good points to consider before applying for 501(c)(3) status. She mentioned that when a charitable organization obtains 501(c)(3) tax exempt status that it will automatically incur many legal and financial responsibilities. Amani United needs to consider where it will get the financial and human resources necessary to start up and maintain the nonprofit status in good standing. She commented that the reporting requirements can be so involved that it can overtake a small organization. Susan mentioned an alternative for applying for 501(c)(3), would be to utilize a fiscal sponsor. Her understanding is that Amani United currently has fiscal sponsors. She suggests Amani United ask the following question: what

does Amani United believe can be done with 501(c)(3) status that cannot be done with the current fiscal sponsor(s)? Susan recommends that a risk assessment be done before Amani United begins the process of applying for 501(c)(3).

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Sustainability must be built into the plan for becoming a 501(c)(3) charitable organization. If Amani United can't sustain the 501(c)(3) it will be a detrimental blow, not only to the people who are engaged in the organization, but to the entire neighborhood. There are several decisions that need to be made before the 501(c)(3) application can be filled out. Discussions about the 501(c)(3) should be added to the monthly meetings to increase awareness and arrive at a general consensus for how to proceed. Risk assessments and readiness assessments should be conducted periodically. A transition plan should be put in place to ensure that the fiscal sponsors will still provide support, and that residents learn how to take over the responsibilities that the fiscal sponsors currently perform on Amani United's behalf.

STAKEHOLDERS FOR A NEW 501(c)(3) CHARITABLE ORGANIZATION

High Interest, High Power: The people in these organizations will be the driving force behind the efforts and decision making needed to increase resident engagement, awareness, skills, and knowledge transfer needed to make a 501(c)(3) charitable organization sustainable.

- Amani Residents involved with Amani United
- Dominican Center for Women
- COA Youth and Family Centers
- Northwestern Mutual

Low Interest, High Power: The following groups have low interest. If the interest level is not increased, these groups have the power to derail the efforts to create a sustainable 501(c)(3) charitable organization.

- Amani Residents (not currently active with Amani United)
- Amani Business Owners
- Foundations and Other Resource Providers

High Interest, Moderate Power: The people in these organizations are very interested in assisting Amani United, but have only moderate power to make changes happen.

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501(c)(3) – KEY ITEMS FOR CONSIDERATION

A 501(c)(3) is a designation given by the Internal Revenue Service (IRS). The main benefits of being a 501(c)(3) is that an organization is exempt from taxes. If Amani were to be awarded grant money or collect dues from members, the organization would not pay taxes on this revenue. In addition,

contributions from businesses or foundations would be treated as charitable and would be tax-deductible for them.

Amani United members have expressed interest in becoming a 501(c)(3) nonprofit organization. The process to become a 501(c)(3) is outlined in Appendix A – Checklist to become a 501(c)(3). Currently, Amani United is a three year old group that has evolved into a neighborhood association. The group currently holds meetings the fourth Tuesday of the month from 4:30-6pm and has 5 committees:

- Friends of Moody Park
- Safety and Health Committee
- Housing and Vacant Lots Committee
- Education and Workforce Committee
- Arts & Culture Committee

As discussed, the main benefit of a charitable organization gaining 501(c)(3) designation is the ability to fundraise and for those funds to be exempt from taxes. If Amani United was able to fundraise on their own, this would give the residents more autonomy and a larger voice than they currently have as a neighborhood association. However, to run a successful and sustainable 501(c)(3), much planning needs to be completed. The major areas of discussion that should happen before incorporating as a 501(c)(3) are the following:

- Engagement
- Mission and Vision
- Organization
- Bylaws & Protection
- Revenue Sources

Engagement

Who will be committed to Amani United being run as a non-profit? Most non-profits are run with volunteer members. Amani United members will have to discuss if there are enough people committed long-term to be a non-profit. While the residents that attend Amani United are definitely engaged and have a voice, it would be important to drive more resident engagement if there will be a successful nonprofit. Only with the input of residents can a nonprofit Amani United determine its mission and vision in order to solve problems in the area. If residents will run this non-profit, there needs to be at three people willing to take board positions as required by the State of Wisconsin. Sample job descriptions of board appointments (Chair, Vice Chair, Secretary and Treasurer) can be found in Appendix B. In addition, there need to be members willing to do the work needed to execute the programs or projects that the nonprofit determines is important. In forming a non-profit, Amani residents will have to decide if members are voting or non-voting members. Fellow neighborhood associations in Milwaukee, such as the Bay View neighborhood association have bylaws that allow for voting members. Residents can choose to become members by paying annual dues. In return, they have

the right to vote for incoming board members. If Amani chooses to go without voting rights, the board would be responsible for voting for other incoming board members. It is definitely challenging to please a group of resident members, but their votes help keep the board accountable.

Mission and Vision

One of the largest challenges of determining if there should be a nonprofit for the neighborhood is what the mission of this organization should be. There are a plethora of nonprofits that serve the neighborhood already. What will Amani United offer as a nonprofit that the other organizations are not offering? If the goal of Amani as a nonprofit is to act as a uniting force in the neighborhood to drive change, how will Amani as a nonprofit help any more than the current monthly Amani meetings?

Organization and Bylaws

Which residents will be involved in the nonprofit? Are there any residents with experience working at a nonprofit or being on the board of a nonprofit? Amani United will need to discuss if the nonprofit will be board driven or member driven. How many board members will be needed to run a sustainable nonprofit? The right people need to be selected for the right roles of Chair, Vice Chair, Treasurer and Secretary. All of these positions are unpaid. Amani United members will have to decide if there will be any paid staff to run the nonprofit, such as hiring an Executive Director. If there will be paid staff, how will that be funded? Sample by-laws for both a member-driven and board-driven non-profit are in Appendix C.

Revenue Sources

Obtaining nonprofit status will allow all funds contributed to Amani United to be tax exempt. However, gaining nonprofit status will not guarantee funding. There are quite a few foundations in the Greater Milwaukee area such as Northwestern Mutual Foundation, Zilber Foundation, Burke Foundation, the Brewers Community Foundation, and more. However, these organizations typically reserve their funds for organizations that align with their mission. There may be grants from state, local or federal government but applying for grants requires specific skills and requires the ability to evaluate success of programs. With grants comes the responsibility of reporting results.

In addition to grant funding or contributions from philanthropic organizations, another revenue source for nonprofit neighborhood associations is membership dues. Does this structure make sense for Amani United? What amount of membership dues would be appropriate and what is the value members receive in return? Are there any membership benefits for businesses in the area if they choose to become a member?

ALTERNATIVES TO BECOMING A NONPROFIT

Amani United members have other options in addition to obtaining 501(c)(3) designation. Depending on what Amani United really wants to accomplish, there are four alternatives to consider.

Alternative	Strengths	Weaknesses
1. Join an existing effort. COA and Dominican Center are the largest organizations in the area but there are many more that operate in the Amani neighborhood in which residents can get involved.	Amani United members can gain experience working on a variety of projects in the area. Getting residents exposure to local nonprofits can help these organizations determine what residents really need.	Residents will not be driving an effort, but would be supporting another organization's mission and vision. There would be no opportunity to fundraising in this option and any contributions would not be exempt from tax.
2. Create a special program of an existing effort. Approach a nonprofit in the area with a project or program that would benefit the neighborhood and help execute that program or project	Amani United members could still determine a project the group would like to work on and then approach an organization to help execute it. These skills will be necessary if Amani United does become a non-profit on its own since Amani will need to continue to coordinate the efforts of many organizations to work towards better outcomes for Amani residents. The expertise of the sponsoring organization can add value to the project to achieve better outcomes than planned.	Amani United members would be subject to the funding of the sponsoring organization. If there are not enough funds to cover the project, the outcome may be poor.
3. Maintain Amani United as an unincorporated organization. Any contributions received will not be tax deductible.	There is already a structure to Amani United. There is a chair and co-chair and there are meetings every month. The meetings have good attendance and there is lively discussion. Amani United can continue to evolve to serve the needs of the community.	Any funds raised as an unincorporated organization will not be tax exempt and many revenue sources such as Foundations will make contributions because they will not be tax-deductible.

Alternative	Strengths	Weaknesses
<p>4. Find a fiscal sponsor for your organization. This option allows you to receive tax-deductible contributions under another organization's tax-exempt status. A possibility here would be to determine a project that Amani United would like to work on and work with</p>	<p>Amani United members can receive tax-exempt contributions and foundations would be able to make tax-deductible contributions. Amani United Members would have the opportunity to learn about running a non-profit and running projects or programs without the responsibility of reporting or going through the tedious process of applying for 501(c)(3)</p>	<p>The fiscal sponsor would be a middle man between Amani United and funds so funds may not be retrievable on a moment's notice.</p>

<http://www.ofits.org/nonprofit-resources/start-a-nonprofit/alternatives>

RECOMMENDATION SUMMARY

Our recommendation is that Amani United use a fiscal sponsor before applying to become a 501(c)(3). This recommendation was chosen because Amani United needs to be successful in order to provide the best outcomes for the neighborhood residents. A non-profit that is not sustainable or successful is not an option. There is a large learning curve required for those that will be a part of the non-profit if no residents have experience running a non-profit. By utilizing a fiscal sponsor, Amani United members would get the experience needed in fundraising, planning a project or program, reporting requirements, recruiting the necessary participants, and executing a program. Going through a fiscal sponsor will require Amani United members to have a lively discussion around who should be involved, what the mission and vision will be of Amani United and that will help the neighborhood greatly, regardless of whether Amani United pursues future 501(c)(3) designation or not. Amani United does not have to use a fiscal sponsor forever. One or two projects should give the members involved an idea of whether or not they are ready to pursue official recognition by the IRS.

FISCAL SPONSOR

Currently, Amani United does not have the financial resources and infrastructure to successfully manage a 501(c)(3). It is our recommendation that Amani United uses a fiscal sponsor, such as The Dominican Center for Women. Using a fiscal sponsorship arrangement offers a way to attract donors before being recognized as tax-exempt organization. The primary objective for this partnership is for the Dominican Center for Women to act as a mentor to provide support, direction and guidance on how to become a successful and sustainable 501(c)(3). Eventually Amani United intends to become a 501(c)(3) tax-exempt organization, but at this time, it's more beneficial to operate under the supervision of a larger and more experienced nonprofit as they serve as a stepping stone towards this goal. Until Amani United has the capability to function on their own, as a 501 (c) (3), it's a good alternative to utilize in the start-up stage.

ELEMENTS OF FISCAL SPONSORSHIP

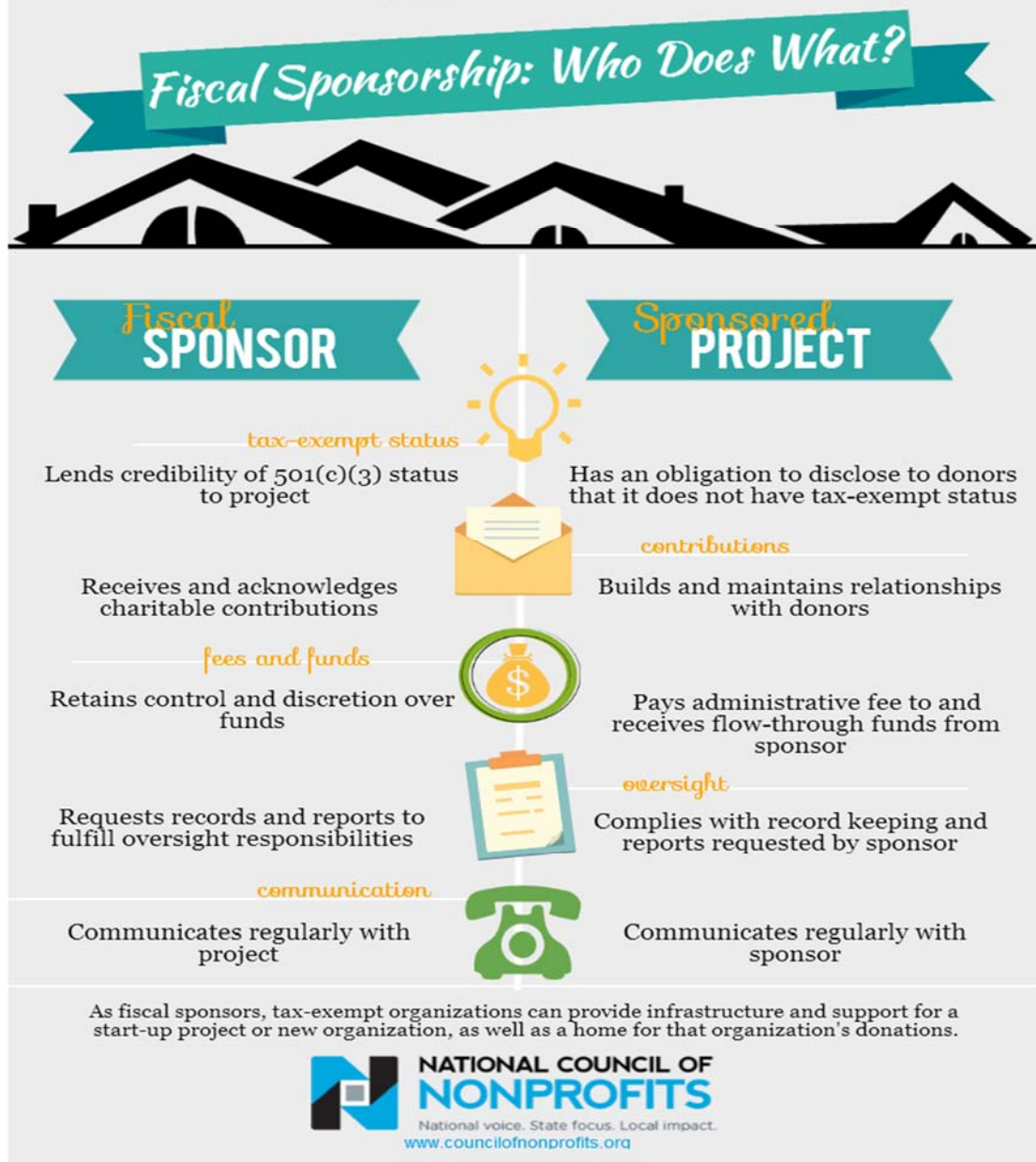
The IRS criteria are as follows:

- Grants/donations are given to a 501(c)(3) tax exempt organization (the sponsor) that acts as a guardian of the funds for a project that does not have 501(c)(3) status.
- The funds received by the sponsor must be used for specific charitable projects that further the sponsor's own tax exempt purpose.
- The sponsor must retain discretion and control as to the use of the funds.
- The sponsor must maintain records that establish that the funds were used for 501(c)(3) purposes.
- The project should either be short term or the non-exempt organization should be actively seeking its own tax exempt status.

FISCAL SPONSORSHIP: WHO DOES WHAT

The fiscal sponsor and sponsored project members each share the responsibilities of the project. The National Council of Nonprofits provides a detailed description in the picture below of the role and responsibilities of the two parties involved.

Roles and responsibilities should be negotiated and documented in a written agreement. Every sponsorship is different, but these are the basics:



Source: <https://www.councilofnonprofits.org/tools-resources/fiscal-sponsorship-nonprofits>

ADVANTAGES

Mentor relationship: Sinsinawa Dominicans believe that the heart of ministry is relationships. Amani United is in need of a partnership that can provide the knowledge, training, guidance and support that it takes for them to get experience working on projects that will help to build the change they desire in the Amani neighborhood. By working together, a fiscal sponsor and Amani United can identify gaps between what is currently being done by the neighborhood nonprofit organizations and what still needs to be done. Amani United needs to be educated about what it takes to successfully run a 501(c)(3) tax exempt organization.

Tax-deductible donations: A fiscal sponsorship allows a charitable project to use the sponsor's 501(c)(3) tax-exempt status to receive tax-deductible donations. These funds can be accessed as soon as the fiscal sponsorship agreement has been signed.

Mission alignment: The mission of The Dominican Center for Women is to “work with Amani residents and partners to build a better future.” The Dominican Center for women and Amani United have already made great strides in building change in the Amani neighborhood by making the community stronger. By putting a formal fiscal sponsorship into operations, they can help to move this agenda forward.

Reduced start-up costs: Fiscal sponsors provide numerous services to a project, including administrative and technical support, financial reporting, office space, government filing requirement assistance, and grant writing. These services can be instrumental to a new project. Fiscal sponsorship provides a committed group of individuals with an efficient and economical way to reduce the start-up costs of running a 501(c)(3) in the beginning stage which allows them more time to focus on programmatic activities.

Increase engagement: The Dominican Center for Women has respect and credibility in the community. In order for Amani United to become a successful and sustainable 501(c)(3), they need a group of highly committed and invested individuals that will work hard towards this goal. With the help of the Dominican Center of Wisconsin, Amani United can work increase resident engagement by involving additional volunteers.

Leverage connections: The Dominican Center for Women is a well-established 501(c)(3) organization with a large network of donors and experience in raising funds for charitable purposes. Utilizing a fiscal sponsor provides more fundraising opportunities by using their network and expertise. Amani United can benefit from the experience and reputation of them as a fiscal sponsor, enabling their efforts to raise funds more effectively. The Dominican Center for Women is well aware of the needs of the community and can assist Amani United with the grant proposal process, including research and grant writing, reporting and budget oversight.

DISADVANTAGES

Fiscal sponsorship administrative fee: A portion of the funds raised, typically 7-15%, to support Amani United's projects can be reserved by the fiscal sponsor as an administrative fee. These administrative fees are charged for use of their facilities, services, and staff. This percentage is agreed upon between the two parties. It's possible the costs of fiscally sponsoring a project are higher than the administrative fee assigned. The fiscal sponsor has to be confident that the project's value in advancing the overall mission is worth the extra expense.

Lack of Autonomy: A fiscal sponsor carries explicit and specific responsibilities for the projects it sponsors. This liability requires the fiscal sponsor to exercise control over the project's funds and operation. They are responsible for ensuring the funds are used for proper purposes to avoid tax and other legal liabilities. This could potentially limit Amani United's ability to make the final decisions and create the feeling of a loss of autonomy over the projects being worked on. Ultimately, the fiscal sponsor decides how funds are allocated.

Acknowledgment of credit: Since the fiscal sponsor receives donations and often fundraises for the project, the sponsor may receive credit from the community for the charitable work the project performs. Since Amani United won't be identified as a 501(c)(3) organization, they may not get the recognition from funders and the residents when the project is successful.

Separation issues: Once Amani United is ready to spin-off into an independent nonprofit, it may be challenging to separate from the fiscal sponsor if the fiscal sponsorship agreement does not specifically provide for separation. On the other hand, Dominican Center for Women, may want Amani United to branch off before they feel they're ready to operate on their own.

FISCAL SPONSORSHIP AGREEMENT

The best way to alleviate any concerns and risks involved in becoming a fiscal sponsor is to implement a fiscal sponsorship agreement. **Appendix E** is an example of a fiscal sponsorship agreement, which can be tailored to Dominican Center of Wisconsin and Amani United. The fiscal sponsorship agreement should include clear exit provisions, including whether it can be moved to another fiscal sponsor, and if it can, what the qualifications of the successor sponsor look like. A properly drafted and executed fiscal sponsorship agreement will help to ensure the goals of the sponsor and project are in alignment, which is essential to a successful fiscal sponsorship relationship. The sponsorship agreement can specify an end date to their relationship, should both parties feel it's necessary. Or, they can choose to review the status of their collaborative efforts at a certain point and discuss the action steps moving forward.

When properly designed and executed, a fiscal sponsorship, is beneficial to jumpstart a developing initiative with the expectation to branch off into an independent nonprofit. Amani United has expressed a desire to become a 501(c)(3) organization. However, they currently lack the expertise and experience required to act as their own free-standing non-profit. The general perspective, based on interviews with stakeholders, is they would benefit from working with an established and reputable organization prior

to taking that step. Through diligent collaboration, effective communication, mutual trust and a mentor relationship, a fiscal sponsorship can help to achieve the learning curve required to for those that desire to engage in this initiative. The ultimate goal of Amani United is to obtain the infrastructure and financial resources required to be a sustainable 501(c)(3) organization.

CHANGE MANAGEMENT FRAMEWORK

We understand the overall goal for the residents of the Amani neighborhood is to become an official neighborhood association and obtain a 501(c)(3) status in order to gain control of the funding and resources allocated to the neighborhood. After speaking with multiple stakeholders, it is our conclusion that Amani United is not quite ready to take that step yet. There is a lot of work that needs to be done to pull this neighborhood together. Our goal as Alverno College students is to assist with guidance in order to formulate a short-term plan that can guide the Amani group to join forces and create some strategic goals to improve the neighborhood in the near future before the big step of obtaining 501(c)(3) status.

As mentioned previously, we heard the voices of the stakeholders involved and it's a common trend of concern that Amani United is not ready to become an official non-profit neighborhood association. There is mutual apprehension due to fact that everyone is not on the same page, share the same goals or values. There is a need for CHANGE. For every successful transform or change there is usually a tool or framework operating in the background to help achieve strategic goals. We would like to introduce the Kotter's 8 Step Model to Amani United. The Kotter's 8 Step Model was developed to transform groups quickly, continuously improve, and produce powerful results. This model will also encourage the group to function in a network of multiple stakeholders and continuously seek for new opportunities and be able to perform the necessary work with minimum interruption. The Kotter's Model will also encourage the Amani residents to step to the front and formulate a volunteer army and serve as the leaders that drive change. Residents driving the changes in the Amani neighborhood will demonstrate accountability, agility, and bring value to the initiatives that are vital to improving the overall sustainability of Amani United. We recommend that Amani United uses the Kotter's 8 Step Model strategically to construct the first stage of becoming an official neighborhood association and attaining 501(c)(3) status.



STEP 1: CREATE A SENSE OF URGENCY

There is an aforementioned sense of urgency. Not only for Amani United to become an official non-profit neighborhood association but to also come together and become a team. It is a time to get the people in the Amani neighborhood excited about taking back control of their neighborhood. We are reaching further than grants and funding, but taking control over the culture, values, street corners, parks, and youth intervention. It is important to mention the imperative reason for the push of the 501(c)(3); the voice of the residents are not being completely heard. Their values aren't aligned with the initiatives that the non-profits are putting forward. This is not to down play the assistance or resources provided to the Amani neighborhood, however the stress of urgency to create a non-profit should bring up some crucial conversations that should take place immediately to get the ball running on coming together and strategically building an alliance and relationships that fit the needs of the people. A fiscal sponsor is a short-term goal; in order to get the non-profit status for Amani United we need all hands involved to participate in making this tasks possible.

STEP 2: BUILD A GUIDING COALITION

Currently, Amani United is a title for a group of people coming together for the greater good of the neighborhood. Although there are multiple stakeholders and other non-profits involved it's important that everyone join forces and align while building a strong coalition. We need to make sure that everyone isn't worried about just their "piece of the pie." Although this is the second step of the Kotter's Model is one of the most important. It was stated in one of the stakeholders interviews, "We are making progress, but one of the issues is we are finally at the point of coming together and discussing different projects and grant opportunities but usually AFTER the grants are funded," is a strong observation being that in order to achieve the goals at hand we need to improve means of communication. We recommend 1-2 Communication Coordinators that are in charge of documenting and sharing the goals and initiatives of each stakeholder a part of Amani United. This position will also require setting up meetings, documenting goals and progress and holding those accountable who don't comply. The best way to achieve the goals of Amani United is to do it as a team. This communication can be shared via SharePoint, a designated website, or Social Media site so that this information can be shared with the entire group and easily accessed. The next step to building your coalition is to identify the key players that are residents that will represent the neighborhood to guarantee that the Amani neighborhood has a voice in the processes and decisions being made that will impact their community. Those individuals will also be appointed on the board once the 501(c)(3) is developed.

STEP 3: FORM A STRATEGIC VISION AND INITIATIVES

Once your coalition is built, it is time to meet the needs and values of the people. What are some of the short term goals that needs to be accomplished? What do you envision for Amani United to become? Some of the goals that the Dominican Center for Women are hoping to accomplish in the near future is to (1) clean up the neighborhood – garbage, graffiti, damaged infrastructure, and loitering. (2) Bring more jobs and resources such as mental/behavioral health support and youth intervention. Shaping a

vision will help steer the change efforts needed to bring the vision alive. Keep in mind there is no goal too big or small. Scheduling an Amani United meeting monthly or quarterly to collaborate to share ideas and create goals seems like a "given" task however based on the feedback we've received it's not effectively being done. Amani United is a large group with a variety of stakeholders that is reaching toward big change. This is the type of change that doesn't happen overnight, so there needs to be a strategic plan in place that guides the effectiveness of the interaction between all stakeholders. Creating a 501(c)(3) is the vision for the residents, however we also need to shine light on the fact that this is not going to be an easy task and is must more difficult to accomplish without the assistance from the key stakeholders currently involved. There will be obstacles, lack of communication, missed deadlines, resident relocation, and reallocation of resources to name a few, and Amani United need to start thinking strategically now on processes and tools to use to overcome these foreseen obstacles in order to obtain their 501(c)(3) status.

STEP 4: ENLIST A VOLUNTEER ARMY

Amani neighborhood needs help growing the number of people who are eager, willing, and ready to drive change. Engaging the residents of the neighborhood is the most effective way to form your volunteer army. These are the people in theory who should be the most passionate about driving change into the neighborhood. The more active the residents are in the community the larger the outreach on the initiatives will be. The "footwork" from the volunteers will also have a great affect on the impact on the issues that need to be changed. For example, truancy. To push the imitative for the neighborhood watch we could identify more youth that aren't in school during class hours. This will also encourage the residents to accept and pay possible associated member fees once obtaining the non-profit status.

STEP 5: ENABLE ACTION BY REMOVING BARRIERS

This is the most difficult step of the Kotter's 8 Step Model for change. During this stage it's critical to remove as many obstacles to change that may pose halt or threat to the process of achieving the goals or vision. Remember, barriers and obstacles can jump in at any point of the process of obtaining the 501(c)(3) status, especially during the application process. First, you have to recognize them and then break the chain of barriers. There will be instances when you have to alternate people or processes to change the course of the outcome of any given tasks. The individuals involved need to be prepared and can accept that this will happen. This is not plan we as Alverno students can decipher for you but it's critical to advise you to be prepare for them and have a process in place to remove any issues that will prevent this plan from being successful.

STEP 6: GENERATE SHORT-TERM WINS

Once the strategic goals and initiatives are drafted, the short term goals are set. The Communication Coordinator(s) will consistently track, evaluate the progress. Together, Amani United will be able to celebrate these small accomplishments. It will also demonstrate the accountability of everyone in which

we can correlate to those small wins. It's also important to create goals that are not only achievable and realistic but also measureable. The progress of the task can be quantitative or qualitative, but has to be measureable. This is to ensure that if a task doesn't meet the standards set by the group then there is recognized need to implement the process to improve efficiency or productivity. Recognize that DCW agreeing to be Amani United's fiscal sponsor should be valued as a short-term win. Each task completed during the process of becoming a non-profit with 501-(c) (3) status should be celebrated as a short-term win working towards a long-term goal.

STEP 7: SUSTAIN ACCELERATION

This is where credibility will continue to drive the changes and continue to break down barriers that don't align with the vision of Amani United. There may be a point where hiring, promoting, and developing Amani members or employees is critical to the continual success of the initiatives of Amani United. It's important during this phase is to never let up. The goal is to be sustainable so aiming higher is always the best option even if you have to reinvent the wheel from time to time.

STEP 8: INSTITUTE CHANGE

Amani United need to work on making it a norm to institute continuous improvement in order to achieve short and long term goals. Fostering this new behavior will ensure leadership development and high success rates. The perceptions of the idea of forming a 501-(c) (3) will shift with effective transformational change leadership which helps ape more positive thoughts about the true relationship of ability and stakeholder loyalty.

SUSTAINABLE FOOD MODEL ANALYSIS

The Amani neighborhood has been labeled as a food desert by the U.S. Department of Agriculture. This designation is given to neighborhoods if residents live more than one mile from a full-service grocery store. In place of properly functioning grocery stores, the Amani neighborhood is forced to utilize corner stores. These corner stores are notorious for having poor food handling experience, outdated items for consumption, price gouging and an overall lack of fresh fruits and vegetables. What is prevalent within those stores is alcohol, loose cigarettes that encourage youth smoking, and relaxed and illegal policies regarding the handling of government issued EBT funds. EBT funds are designated to purchase food but are instead being used as a form of currency to purchase non-sanctioned items.

Even with these types of negative occurrences, the residents of the Amani community have agreed that dropping a big box grocery store in the middle of the neighborhood is not the solution. That is the reason our group chose to focus our efforts on presenting options that allowed for sustainability as well as keeping the spending power within the community. We gathered multiple programs that have been successful both locally and nationally. It is our hope that this information along with our recommendations it will give you options and pieces to pull together in the next phase to make a model that is uniquely suited for the needs of the Amani United Community.

FUNDING UPDATE

2015 ASSEMBLY BILL 292

To reiterate what the aforementioned bill entails, Assembly Bill 292 is “an act to create 20.435 (4) (d) and 49.798 of the statutes; Relating to: a Grow Wisconsin pilot program providing benefits to FoodShare recipients for purchasing Wisconsin-grown foods and making an appropriation.” Such bill would make food more affordable all year-round since it would allow FoodShare recipients to purchase Wisconsin-grown fruits, vegetables, meat, and dairy.

On April 13, 2016, this Assembly Bill failed to pass. Here is the history behind this bill, according to Wisconsin State Legislature:

History

Date / House	Action	Journal
7/29/2015 Asm.	Introduced by Representatives Jorgensen, Spreitzer, Subeck, Goyke, Kolste, Berceau, Brostoff, Bowen, Considine, Doyle, Genrich, Hesselbein, Johnson, Kahl, Kessler, Mason, Ohnstad, Pope, Sargent, Sinicki, Zamarripa and Zepnick; cosponsored by Senators Shilling, Carpenter, Hansen, Harris Dodd, C. Larson, Miller, Ringhand, Vinehout and Wirch	255
7/29/2015 Asm.	Read first time and referred to Committee on Public Benefit Reform	255
9/4/2015 Asm.	Assembly Substitute Amendment 1 offered by Representative Jorgensen	270
1/19/2016 Asm.	Refused to suspend rules to withdraw from committee on Public Benefit Reform and take up, Ayes 36, Noes 60	521
4/13/2016 Asm.	Failed to pass pursuant to Senate Joint Resolution 1	802

As a result, Spring MBA class decided to look into other potential initiatives that could benefit Amani neighborhoods. Extensive research on alternative solutions was executed and multiple viable conclusions were derived.

PROGRAM RESEARCH

WISCONSIN FOOD HUB COOPERATIVE

Background

In response to overwhelming demand for local Wisconsin-grown produce, the Dane County Planning and Development Department raised funds for a feasibility study to determine the market viability for an aggregation, storage and distribution facility that connects growers in southern Wisconsin to buyers in southern Wisconsin and northern Illinois.

History

The Wisconsin Food Hub Cooperative (WFHC) was started as a result of a private-public relationship launched by Dane County, Wisconsin. Dane County conducted the feasibility study in late 2010 and finished in September 2011. According to the WFHC, "The purpose of the study was to test the hypothesis that agricultural production and economic activity in southern Wisconsin could be fueled through infrastructure that facilitates the relationship between farmers and wholesale customers". According to the Wisconsin Food Hub website, "this study was founded by a HUD Sustainable Communities Regional Planning Grant through the Capital Area Regional Plan Commission". A partnership was formed between Dane County, the Wisconsin Farmers Union (WFU) and the farmers that were interested in taking part of the new program. The WFU took control in the summer of 2012 and provided the resources to finish the business plan and move the project to launch. The cooperative was incorporated in October of 2012 and the by-laws adopted on April of 2013.

Results

According to the WFHC's feasibility analysis, "the survey results revealed a high potential for early success and long-term growth. Because of this, buyer demand would surpass grower supply in early years. To counteract this, the food hub could bring on new growers each year with the confidence that

there will be a strong market demand for this additional supply. Seasonal extension will also be a very viable growth strategy for the food hub, and its individual producers, to pursue. The tasks of bringing on new growers and helping them invest in seasonal extension infrastructures will be greatly facilitated by the fact that buyers are open to establishing contracts to guarantee fair market pricing to help farmers.

Joining

To join the WFHC, farmers need to make a one-time equity investment of \$1100. This investment gets the farmer ten, \$100 shares and one, \$100 voting share which allows members one vote. This vote counts for board member elections and amendments to by-laws. Members will also receive (with discretion from the board), disbursements of proceeds or profits from the co-op based on their patronage.

Benefits for farmers to join the WFHC include:

- a full-time Sales Manager
- a full-time General Manager,
- the \$10 Million liability insurance required by distributors and buyers,
- access to the ordering systems and software that many buyers use,
- assistance with Good Agricultural Practices (GAP) certification,
- marketing assistance and materials, preserving farmer identity to the end consumer
- transportation planning and coordination

Mission

The food hub makes it easy for the retail, institutional, and foodservice sectors to buy locally. The WFHC helps local farmers by providing them with the opportunity, through marketing, sales, aggregation, and logistics, to access wholesale markets they could not access easily before. The WFHC is committed to building an economically sustainable local food network that will eventually lead to the Milwaukee area.

WFCH currently has twenty producer farms that range from small to medium scale operations. Their products are sold primarily to the wholesale market, which include grocery stores, distributors and schools. WFHC's interim General Manager Sarah Lloyd states that "We are seeking a sustainable agriculture, which supports all people in the food system: farmers, distribution and sales businesses, and consumers, a sustainable agriculture must take a triple bottom line approach, addressing ecological, economic, and social issues of agriculture and the food system."

Opportunities

According to a feasibility study, one out of six Americans will go out of their way to buy local food products. Locally-sourced fruits and vegetables were the products that warranted the greatest customer interest, 31% of the people surveyed purchased these products at least once a week. The USDA states that "Federal, state, and local government programs increasingly support local food systems. Many

existing government programs and policies support local food initiatives, and the number of such programs is growing.”

WFCH has started discussions with FamilyFarmed.org about developing a food hub that would serve the Milwaukee area (among other cities). Family Farmed has been developing markets for local food since 1999. They have done this through trade shows and farmer development and training.

Updates

In an article named "The Wisconsin Food Hub", the author states that the "Hub" as farmers call it is now in its third year, they now have about forty farmer members some of which are cheesemakers and maple syrup harvesters.

WFHC has partnered with Spee-Dee delivery services to ship pallets of fresh produce to buyers, the Amani neighborhood could look into this option to have fresh vegetables shipped directly to their homes.

BROWN SUPER STORE INITIATIVE

A great model to follow for Amani Neighborhood would be that of Brown’s Super Stores. Brown’s Super Stores is part of the larger Shop Rite franchise thriving in food deserts. It is successful in part because they gathered a group of community leaders and asked what they exactly needed in a neighborhood grocery store. They took the time to learn the demographics (i.e. religion, background, family origin, etc...) additionally, they sought funding from Pennsylvania’s Fresh Food Financing Initiative (FFFI) to lower their overhead costs.

FFFI was a partnership of the Commonwealth of Pennsylvania, Reinvestment Fund, The Food Trust and the Urban Affairs Coalition. Reinvestment Fund was the administrator of the program. The State seeded the program with a \$30 million grant, which Reinvestment Fund leveraged with \$145 million in additional investment to provide loans and grants for pre-development, acquisition, equipment and construction costs, as well as for start-up costs such as employee recruitment and training.

He took that successful business model to a whole new level. Brown informs that they lobbied the transportation authority to put bus stations near the stores. He added community centers, some stores have credit unions, staff nutritionists, social workers, and health clinics. Almost all services are free and provided in partnership with local non-profits. “Each broken social thing hurts business”, according to Brown.

Furthermore, they brought together a group of community leaders and asked them to say what exactly they needed in a neighborhood grocery store. He decided to take cues from higher end stores like Whole Foods. To attract those who look for comfort foods, he had his employees stack fruits and vegetables into little pyramids. He also invests in skilled butchers, fishmongers, and in-store chefs to

tempt customers into choosing healthier foods. Chicken is grilled right in the store so people can smell the aroma and entice them to enter. Besides, grilled chicken is healthier than fried chicken.

By far the FFFI implemented in Pennsylvania to tackle on the issue of food deserts, was a complete success. Once Amani is ready to begin with the setup of a non-profit organization, we recommend that they reach out to Uplift Solutions, which is a non-profit organization, created by Jeff Brown himself to help out other states/areas with food deserts.

FRESH PICKS MOBILE MARKET

OVERVIEW

The Hunger Task Force of Milwaukee has partnered with Pick ‘n Save to staff, supply, and operate the Fresh Picks Mobile Market. This mobile store rotates locations across Milwaukee County and focuses on bringing fresh and high quality fruits, vegetables, and high demand meat and dairy items to communities who have limited access to these items. The Mobile Market offers the items at a 25% discount made possible by the Food Insecurity Nutrition Incentive (FINI) Grant. The grant is part of a project that is geared at increasing purchase and consumption of fresh items among low-income participants and participants living in “food deserts.”

ANALYSIS

The Fresh Picks Mobile Market is a single vehicle, owned and operated by the Hunger Task Force and there are currently no plans to increase that number. In addition, there is limited advertisement and marketing for the Mobile Market. This is partly due to budget constraints but mostly because they want to limit the people outside the designated communities who use the market. They rely mainly on word of mouth and knocking on the community doors. Even with limited marketing, there are several locations that repeatedly sell out and have over hour wait time before the market even opens.

However, upon observing the Mobile Market while stationed in the Amani neighborhood, there was limited interaction and participants. The market is usually located outside the Greater Little Hill COGIC and runs in conjunction with their Food Pantry.

SUGGESTIONS

- Promote the Fresh Picks Mobile Market within the community
 - Include the monthly calendar in newsletter
 - Create information flyer and distribute at community businesses
 - Coordinate community fairs around the schedule to encourage participation
 - Send flyers home with students participating in the summer meal program

HOME GR/OWN

OVERVIEW

HOME Gr/own Milwaukee is an initiative of Milwaukee Mayor Tom Barrett, led by ecoCity of Milwaukee (formerly the Office of Environmental Sustainability). Its mission is “to create an alignment of economic and environmental interests that improve Milwaukee’s quality of life for current and future generations by embracing smart, achievable sustainability principles.” The program was established to transform targeted neighborhoods by creating access to local, healthy food and greenspace developments. They do this by repurposing city-owned vacant lots with the assistance of a growing group of partners. They create orchards, urban farms, and pocket parks that the communities can use to improve their lives. However, Home Gr/own also provides assistance for owners to create urban gardens on their own properties. The Home Gr/own program is part of the city government so it allows for a smoother process of obtaining permits and approval to create these unique spaces. The program also works to connect community members with markets, infrastructure partners, and educational services to ensure sustainability of the projects.

ANALYSIS

The City of Milwaukee has been working diligently toward not only transforming the landscape of communities but on transforming the mindset of those communities. The Home Gr/own program offers a vast array of knowledge and assistance to those in the city of Milwaukee that are looking to bring healthy, local food to their communities. Home Gr/own partners with various landscaping and farming agencies so that the spaces they develop are well thought out and well executed. They want these spaces to succeed. They want the residents of the community to be interested in not only maintaining a space but learning how to maintain it and how to work to better themselves. They are bringing the health movement to those communities that need it most and are having great success in Milwaukee. Currently, Home Gr/own has created twenty new green spaces on Milwaukee’s North Side including fourteen orchard parks and six pocket parks. They have also created a commercial urban farm within the city limits.

Home Gr/own has already begun the process of creating a pocket park at 24th Place and Burleigh Avenue. The development began in 2015 and will be completed in Spring of 2016. They partnered with Amani United and the Dominican Center to accomplish this pocket park.

There has been research showing that in areas where community gardens have been installed, crime rates have decreased considerably. The following excerpt is from a document distributed by Gardening Matters, an organization in Minnesota that works with gardeners and communities to develop community gardens in the Twin Cities area.

Crime Prevention

Community gardens offer a focal point for community organizing, and can lead to community-based efforts to deal with other social concerns.

- Community gardens give youth a safe place to interact with peers and can involve them in beneficial activities (Sherer, 2006).
- Community gardens increase neighborhood surveillance or “eyes on the street”, often deterring crime (Kuo & Sullivan, 2001b).
- In a study of violent and property crimes around public housing buildings in Chicago, buildings with a high level of vegetation that doesn't obscure view (such as most garden plants) had 52% fewer crimes than those with no landscaping. Buildings with medium levels of this type of vegetation had 42% fewer crimes (Kuo & Sullivan, 2001).
- Scientific studies show that crime decreases in neighborhoods as the amount of green space increases, and that vegetation has been seen to alleviate mental fatigue, one of the precursors to violent behavior (Kuo & Sullivan, 2001).
- Community gardening is recognized by many police departments as an effective community crime prevention strategy. In Philadelphia, burglaries and thefts in one precinct dropped by 90 percent after police helped residents clean up vacant lots and plant gardens. (“Healing America’s cities” p. 5-6, as cited in Englander, 2001).

SUGGESTIONS FOR AMANI

Since Home Gr/own is already a part of the community, the residents of Amani should look to them to develop their own vacant lots. The crime rate has been voiced as a serious concern for all residents of the Amani Neighborhood. If developing more green spaces could foster a sense of unity in the community, begin a dialogue around healthy eating, and in turn help decrease the crime rate, the residents of Amani should consider it. The Dominican Center has purchased three lots recently and is in the planning stages of caring for those lots. Sr. Patricia has already discussed using the Earn and Learn program to facilitate upkeep of those areas. Home Gr/own can help the Dominican Center transform those spaces into community gardens for Amani and the youth involved with the Earn & Learn program can help maintain them. Not only would the participants be taking pride in their work and getting involved with positive impacts on the community, they would also be exposed to healthy food and education on how to care for and cook with that food. It would be a beginning for transformation of the mindset of the youth of the neighborhood and an outlet for them as well.

VICTORY GARDEN INITIATIVE

OVERVIEW

In the same way that Home Gr/own is working to expose communities to urban gardening, so too is the Victory Garden Initiative (VGI). While Home Gr/own is primarily focusing on the north side of Milwaukee right now, VGI provides gardens to residents across the entire city. VGI provides raised bed gardens to Milwaukee residents for a fee. The resident must register for a bed, pay for it, and then VGI comes and builds and fills the raised bed. They also offer a sponsorship program wherein a raised bed or even an orchard can be donated to a community in need.

In addition to building raised bed gardens, VGI offers educational classes that are very affordable. The classes are held at two locations – North Division Community Center and Beulah Brinton Community Center. The North Division location is offering a series of six classes for \$25.50. These classes will teach the participants how to plan, plant, and sustain a green space; the benefits of companion planting; how to start seeds indoors; how to maintain the garden; how to be part of their garden-building initiative; and how to become a mentor for others. The Beulah Brinton Community Center offers those classes plus some additional educational classes for \$8 per class.

VGI also partners with the Teens Grow Greens program to get teenagers involved in gardening and making sustainable change. The Teens Grow Greens program is a nine month paid internship during which the teens learn to be responsible, healthy leaders. The teens are paid minimum wage and end up with a savings account at the end of the internship.

SUGGESTIONS FOR AMANI

For a small fee, some of the larger organizations in the community could donate raised bed gardens to select residents in the Amani neighborhood as a beginning to a larger movement. This would allow them to try out the program and get a start on building a process to transform more properties in the neighborhood. This would also allow a garden to be built on private property that could be better protected than a community garden on a vacant lot.

The classes that the Victory Garden Initiative offers are done so at a price that is manageable for the residents of the area even if they only want to send one person to that class to learn about gardening.

The Teens Grow Greens program also looks promising for the youth in the Amani neighborhood. Perhaps it could be a plausible option once there are gardens established in the area. Once the younger residents start to learn about gardening and truly growing something for themselves, they could take an interest and this program would be a great fit to teach them life skills.

GROWING POWER

OVERVIEW

Growing Power has been a force in Milwaukee for 23 years. Will Allen was a farmer that established a program which offered teenagers a place to work and grow food. It is now an organization that is provoking change on a national level. As per their annual address, Growing Power is working toward inspiring communities to build sustainable food systems that are equitable and ecologically sound; creating a just world, one food-secure community at a time.

In addition to the commitment that Growing Power has shown to improving the north side of Milwaukee via the Home Gr/own program, Growing Power also has alternative ways of bringing fresh, healthy food into communities. Growing Power offers Market Baskets wherein they deliver food to neighborhoods on a weekly basis. They describe it as a cross between a mobile grocery store and a

community supported agriculture (CSA) program. The baskets introduce fresh, local, in season produce, range from \$9 to \$27 per week, and can feed a family of 1-2 or a family of 4. The downside of this program is that the baskets must be picked up at the Growing Power Community Food Center on 55th St and Silver Spring Drive or at the Growing Power Market and Café at E Center St and N. Dr. Martin Luther Kind Drive.

Growing Power also offers a CSA program that runs in two shares from January to June. The CSA program is \$250 for a half share and \$500 for a full share which could be too expensive for the Amani neighborhood. The other issue with Growing Power's CSA program is that all shares have to be picked up from their warehouse in Butler, WI.

In the Chicago area, Growing Power has a year round food distribution program called the Fresh Moves Produce Bus. The produce bus travels to the west and south sides of Chicago to distribute fresh, locally grown produce to the residents.



The Fresh Moves program was brought into existence via a \$100,000 federal grant from the US Department of Agriculture. Growing Power was able to use two out of service transit buses and retrofit them to be mobile markets.

SUGGESTIONS FOR AMANI

In the interview conducted with Will Allen by the last class, Mr. Allen stated that he would be willing to be an anchor in the community. Mr. Allen clearly has a commitment to this community and to the goals that Amani United wants to focus on. Mr. Allen would be able to foster solutions for the community's desire

for sustainability. Perhaps Amani United could work on gaining funding and obtain the ability to start their own Fresh Moves market.

In the meantime, Amani United should start to incorporate market baskets into their monthly meetings. That way they could introduce residents to healthy eating on a small scale and start to encourage them to branch out in their eating habits. They could also speak to Mr. Allen about the market baskets to see if there is a way that they could incorporate food from their own gardens in them in the future. Perhaps then Growing Power would be willing to finance some infrastructure and education in the neighborhood.

EARN & LEARN PROGRAM

BACKGROUND

According to the EARN & LEARN website, the EARN & LEARN program is a summer employment program that helps Milwaukee area youths in developing job skills and work experience that will help them transition successfully into the workforce. They do this by helping the youths develop an economic development strategy and showing them the basics that will help them become a successful part of the workforce.

HISTORY

The Earn & Learn program was launched in 2005 by Milwaukee Mayor Tom Barrett. This program was originally called Summer Youth Internship Program (SYIP). The program gave Milwaukee youths a first-hand experience of what it is like to work on a day-to-day basis. The type of work assignments usually given were in one of over a dozen City of Milwaukee Departments, which showed them a glimpse of how the City of Milwaukee operated.

In 2007, Mayor Barrett became the lead official of the Milwaukee Area Workforce Investment Board (MAWIB). Later that year, the MAWIB, established the Community Work Experience (CWE). The CWE would give "first job" opportunities to youths that were in dire need of work experience in order to become a valuable asset to the future workforce of Milwaukee.

By 2011, due to the popularity of the EARN & LEARN program, Mayor Barrett created the EARN & LEARN Fund to secure funding to help find youths employment through the CWE program. This fund has received over \$5.4 million in donations since 2011.

Since 2005, the EARN & LEARN programs has employed over 25,000 Milwaukee area youths.

PROGRAMS

Community Work Experience (CWE). The CWE is a program within the EARN & LEARN program that specializes in entry-level work opportunities. CWE provides a seven week work experience program that will teach the youths how to properly fill out and submit job applications and work permits. CWE also provide career enhancement training and financial literacy courses. The youths in this program range from 14-24 years of age. Some key partners include: AT&T, JP Morgan Chase, WWBIC, Discovery World, Milwaukee County Parks and Johnson Controls.

Private Sector Job Connection (PSJC). The PSJC is a program within the EARN & LEARN program that provides work opportunities in the private sector to youths 18 years or older that have previous work experience within the EARN & LEARN or other programs. The length of employment is determined by the employer but usually last four to six weeks. If the employer feels that the youth is a good fit for the company, the employer has the opportunity to hire the youth permanently. Applicants must be between 18-22 years of age and be a resident of Milwaukee County. Key partners include: Harry & Rose

Samson Jewish Community Center of Milwaukee, Milwaukee County Parks, Milwaukee County Zoo, Milwaukee World Festivals, Inc., Palermo Villa, Inc., Veolia Water, WeEnergies and the Wisconsin State Fair.

Summer Youth Internship Program (SYIP). The SYIP is a program within the EARN & LEARN program that specialize in work opportunities where the youth is assigned to various assignments in different departments within the City of Milwaukee. This program lasts eight weeks and is scheduled for 160 hours. This is a paid internship. Applicants must be between 16-19 years of age and commit to the entire eight-week program. Key partners include: City of Milwaukee Block Grant Administration and the Manpower Group.

UPDATES

In May of 2015, Mayor Barrett announced that \$375,000 of new funding will be made available to the EARN & LEARN program. This in turn, will help create 200 new jobs for Milwaukee area youths.

In March of 2016, Mayor Barrett stated that in 2016, there will approximately be 1,000 positions with community-based organizations.

SUGGESTIONS FOR AMANI

The EARN & LEARN program could team up with the Dominican Center and the Home Gr/Own programs to help with the three vacant lots that were just purchased. This will be mutually beneficial to both programs as the EARN & LEARN program can add to the number of youths that they provide jobs to and the Dominican center can turn their vacant lots into something that the Amani neighborhood can be proud of.

ACTION PLAN

CENTRALIZING EFFORTS

In attending the Amani Community meetings, it is apparent there are numerous resources in the community. There are multiple initiatives taking place within the community. However, it is our recommendation those resources be compiled and overseen by a single point of contact or an oversight committee.

INCREASING EDUCATION AND AWARENESS

Overall, we feel that the Amani residents are in need of education regarding the benefits of healthy eating and the options available to them. The previous class performed a survey regarding the neighborhood's food access. Only twelve residents took the survey which shows a need for involvement from the community. We understand that the Amani residents have larger concerns on their minds; however, research has shown that a community united can create change. We feel that educating the

residents about the health benefits of a change in diet will start a dialogue that will bring together the community and provide alternative outlets for the youth of that community as well as something to funnel their productivity into that will end up not only providing growth for them but for the community as well.

Education is something that the Amani residents can easily incorporate into their day to day activities. Some suggestions are as follows:

- Each food pantry could provide healthy recipes for the patrons.
- The after school care at COA could provide healthy snacks as well as an educational portion to teach the kids about healthy eating.
- The sports program that was started by Brandon Culpepper could introduce a health component and discuss its effect on sports performance.
- The residents could work together to create a community cookbook and if necessary work with nutritionists or chefs from the local schools to create healthy versions of those dishes.

APPENDIX A

CHECKLIST TO BECOME A 501(c)(3)

1. Choose the Initial Directors for your nonprofit

Identify initial board members. Wisconsin requires at least three directors but it is generally recommended that you start with seven. Your board of directors is responsible for defining the organization's mission and for providing overall leadership and strategic direction to the organization (Minnesota Council of Nonprofits, <http://www.minnesotanonprofits.org/nonprofit-resources/leadership-governance/board-basics/composition-and-structure>).

Roles to fill include (sample job descriptions of these roles are in Appendix A):

- Chair (required)
- Treasurer (required)
- Vice Chair (recommended)
- Secretary (recommended)

Responsibilities of board members:

- All board members should be personally committed to the mission of the organization, willing to volunteer sufficient time and resources to help achieve the mission of the organization, and understand and fulfill their fiduciary responsibilities.
- Nonprofit boards must have a chair and a treasurer. A vice-chair and secretary are highly suggested.
- No board member should occupy more than one officer position in the same organization at the same time.
- The majority of the board should consist of members unrelated to each other or staff to allow for significant deliberation and diversity.
- Board members should serve no more than 10 consecutive years to ensure broad public participation.
- Board membership should reflect the diversity of the organization's constituencies.
- Board members who are not employees should not receive compensation for their board service, other than reimbursement for expenses directly related to board duties.
- If staff membership on the board is deemed necessary, it should be limited to the executive director but not in chair, vice-chair, secretary or treasurer roles.
- The board nomination process should be announced to the organization's public, so that interested persons or community members can nominate themselves or others.
- Nonprofit boards should hold quarterly meetings at a minimum.

- Board committees should be organized as needed to effectively structure member's roles and responsibilities.
- Each board should annually evaluate itself with a survey and discuss the results.

2. File Articles of Incorporation with the State of Wisconsin

Complete Form 102 – Nonstock Corporation Articles of Incorporation. This form formally gives Amani United a name that no one else can use in the State of Wisconsin. This does not grant non-profit status through the IRS.

Checklist to Complete Form 102:

- Name of Entity you are incorporating (Ex. Amani United, Inc.)
 - **Action Item: Amani United is an available name. Is this the name you will use?**
 - The name must include the word "corporation", "incorporated", "company" or "limited" or the abbreviation "corp.", "inc.", "co." or "ltd." (Retrieved from <https://docs.legis.wisconsin.gov/statutes/statutes/181/IV/0401>)
- Mailing Address of Initial Principal Office
 - **Action Item: What address to use? Will there be a home base for Amani United? Will it be located within the Dominican Center or COA-Goldin Center?**
- Street Address of Initial Registered Office
- Name of initial registered agent
 - **Action Item: Who should be listed as the registered agent of the non-profit?**
- Optional director's name and address
 - **Action Item: Will a director of the group be named?**
 - Recommend a director having a director who will lead the organization.
- Whether the corporation is authorized to make distributions
- Name and address of each incorporator
 - **Action Item: Who will be the founding board members?**
- Email required
 - Use email address of director
- Payment information for \$35.00 fee

Link to On-line Form 102-Nonstock Corporation Articles of Incorporation:

<https://www.wdfr.org/apps/gofr/Form/Index/5>

3. Prepare Bylaws

Bylaws are crucial for all non-profit organizations since it is a document that governs how the nonprofit will be operated. Bylaws govern board structure, voting rights, officer responsibilities, terms of board

member service, meeting requirements and conflict of interest policy (<https://www.501c3.org/nonprofit-bylaws-the-dos-and-donts/>). Example bylaws are included in Appendix B. Bylaws will not need to be submitted with Form 102 for Wisconsin Articles of Incorporation. However, bylaws will be voted on by the Board of Directors in the next step. Amani's bylaws will be submitted to the IRS with Form 1023.

Amani United will have to decide whether the organization should be member driven or board driven. A Member driven organization means that members will have voting rights. That means members, in this case residents, will have voting rights to elect board members. A board driven board only allows voting rights to board members. Sample bylaws for member driven and board driven organizations are included in Appendix B.

4. Hold a meeting of your Board of Directors

Once it is determined who will be on the board and bylaws have been drafted, an Amani United meeting can be used to vote on the items below. It is important to keep minutes of this meeting. The meeting minutes should be submitted to the IRS with Form 1023.

- Elect Initial Directors
- Approve the bylaws
- Appoint officers
- Select an accounting period and tax year
- Approve initial transactions of the corporation, such as opening a bank account

5. Set up a corporate records binder

A corporate records binder should be kept that includes the organization's Articles of Incorporation, Bylaws, and meeting minutes.

6. File form 1023 with the IRS for tax-exempt status

Nonprofit status cannot be utilized until the IRS receives and approves your 1023 application. Once the 1023 application is approved, the organization is exempt from federal tax withholdings. Based on Wisconsin law, the organization will also be exempt from state taxes. It is highly recommended that legal counsel prepare the 1023 document since it is an extensive document, over thirty pages long.

APPENDIX B

SAMPLE JOB DESCRIPTIONS FOR BOARD MEMBERS

All job descriptions are from the Minnesota Council of Nonprofits Website,
www.minnesotanonprofits.org

Chair: The chair shall convene regularly scheduled board meetings, preside or arrange for other members of the executive committee to preside at each meeting in the following order: vice-chair, secretary and treasurer. Additional duties are listed below.

- Oversee board and executive committee meetings.
- Serve as ex-officio member of all committees.
- Work in partnership with the chief executive to make sure board resolutions are carried out.
- Call special meetings as necessary.
- Appoint all committee chairs, and with the chief executive, recommend who will serve on committees.
- Assist chief executive in preparing agenda for board meetings.
- Assist chief executive in conducting new board member orientation.
- Oversee the search for a new chief executive.
- Coordinate chief executive's annual performance evaluation.
- Work with the nominating committee to recruit new board members.
- Act as an alternate spokesperson for the organization.
- Consult with board members on their roles and help them assess their performance, individually and through an annual Board Self Assessment.

Vice Chair: The vice chair shall chair committees on special subjects as designated by the board. Other duties are as follows.

- Attend all board meetings.
- Serve on the executive committee.
- Carry out special assignments as requested by the board chair.
- Understand the responsibilities of the board chair and be able to perform these duties in the chair's absence.
- Participate as a vital part of the board leadership.

Secretary: The secretary shall be responsible for keeping records of board actions, including overseeing the taking of minutes at all board meetings, sending out meeting announcements, distributing copies of

minutes and the agenda to each board member, and assuring that corporate records are maintained. Other duties performed by the secretary include the following:

- Attend all board meetings.
- Serve on the executive committee.
- Maintain all board records and ensure their accuracy and safety.
- Review board minutes.
- Assume responsibilities of the chair in the absence of the board chair, chair-elect, and vice chair.
- Provide notice of meetings of the board and/or of a committee when such notice is required.

Treasurer: The treasurer shall make a report at each board meeting. The treasurer shall chair the finance committee, assist in the preparation of the budget, help develop fundraising plans, and make financial information available to board members and the public. Additional duties are as follows.

- Maintain knowledge of the organization and personal commitment to its goals and objectives.
- Understand financial accounting for nonprofit organizations.
- Serve as financial officer of the organization and as chairperson of the finance committee.
- Manage, with the finance committee, the board's review and action related to the board's financial responsibilities.
- Work with the chief executive and the chief financial officer to ensure that appropriate financial reports are made available to the board on a timely basis.
- Assist the chief executive or the chief financial officer in preparing the annual budget and presenting the budget to the board for approval.
- Review the annual audit, as required by law, and answer board members' questions about the audit.

APPENDIX C

SAMPLE BYLAWS WITH VOTING MEMBERS

Items highlighted in bold type signify information specific to the organization. Other information provided in this sample may not be adequate for all types of nonprofits and are provided

The following bylaws are intended only as a model. They show some of the most general ways of writing bylaws. An organization has a great deal of latitude in shaping its bylaws, and does not need to follow this model. Keep in mind that the organization can and should amend its bylaws as often as necessary to keep up with changes to the organization. Organizations are free to reproduce all, or parts of the samples provided in this section.

Note: *Organizations with voting members should see the sample titled “Sample Bylaws WITHOUT Voting Members.”*

BYLAWS OF

OF [NONPROFIT ABC]

The undersigned incorporator(s) is an (are) individual(s) 18 years of age or older and adopt the following articles of incorporation to form a nonprofit corporation (Chapter 317A).

ARTICLE I — NAME AND PURPOSE

Section 1: Name: The name of the organization shall be [NONPROFIT ABC]. It shall be a nonprofit organization incorporated under the laws of the State of Minnesota

Section 2: Purpose: [NONPROFIT ABC] is organized exclusively for charitable, scientific and education purposes.

The purpose of this corporation is:

- to support and conduct non-partisan research, education, and informational activities to increase public awareness of juvenile delinquency;
- to combat crime within neighborhoods; and
- to prevent community deterioration.

ARTICLE II — MEMBERSHIP

Section 1 - Eligibility for membership: Application for voting membership shall be open to **any current resident, property owner, business operator, or employee of the city of Saint Paul that supports the purpose statement in Article I, Section 2.** Membership is granted after completion and receipt of a membership application and annual dues. All memberships shall be granted upon a majority vote of the board.

Article I must be included. For organizations not incorporated, state that the nonprofit is organized in compliance with the laws of Wisconsin.

The purpose statement must maintain the standards stated in IRS Publication 557 and give a brief description of the organization's goals to ensure approval of Federal tax

A person or organization cannot automatically be made a member. Wisconsin law states that a person may not be admitted as a member without the person's express or implied consent.

Section 2 - Annual dues: **The amount required for annual dues shall be \$100 each year**, unless changed by a majority vote of the members at an annual meeting of the full membership. Continued membership is contingent upon being up-to-date on membership dues.

Section 3 - Rights of members: Each member shall be eligible to appoint one voting representative to cast the member's vote in association elections.

Section 4 - Resignation and termination: Any member may resign by filing a written resignation with the secretary. Resignation shall not relieve a member of unpaid dues, or other charges previously accrued. A member can have their membership terminated by a majority vote of the membership.

Section 5 - Non-voting membership: The board shall have the authority to establish and define non-voting categories of membership.

ARTICLE III — MEETINGS OF MEMBERS

Section 1 - Regular meetings: Regular meetings of the members shall be held quarterly, at a time and place designated by the chair.

Section 2 - Annual meetings: An annual meeting of the members shall take place in the month of **October**, the specific date, time and location of which will be designated by the chair. At the annual meeting the members shall elect directors and officers, receive reports on the activities of the association, and determine the direction of the association for the coming year.

Section 3 - Special meetings: Special meetings may be called by the chair, the Executive Committee, or a simple majority of the board of directors. A petition signed by five percent of voting members may also call a special meeting.

Section 4 - Notice of meetings: Printed notice of each meeting shall be given to each voting member, by mail, not less than two weeks prior to the meeting.

Section 5 - Quorum: The members present at any properly announced meeting shall constitute a quorum.

Section 6 - Voting: All issues to be voted on shall be decided by a simple majority of those present at the meeting in which the vote takes place.

ARTICLE IV — BOARD OF DIRECTORS

Section 1 - Board role, size, and compensation: The board is responsible for overall policy and direction of the association, and delegates responsibility of day-to-day operations to the staff

Members are of one class, with equal rights, unless otherwise stated in the articles and

A nonprofit with voting members should hold at least one meeting of its members per year.

Unless otherwise specified by the articles or bylaws, a quorum for a meeting of members is ten percent

of the members entitled to vote at the meeting according to Wisconsin law.

Wisconsin law requires a minimum of three directors.

and committees. **The board shall have up to 20, but not fewer than 16 members.** The board receives no compensation other than reasonable expenses.

Section 2 - *Terms*: All board members shall serve two-year terms, but are eligible for re-election for up to five consecutive terms.

A board of directors must meet at least once during a fiscal year.

Section 3 - *Meetings and notice*: The board shall meet at least quarterly, at an agreed upon time and place. An official board meeting requires that each board member have written notice at least two weeks in advance.

Wisconsin law requires a quorum of directors for the purpose of conducting transactions, to consist of a majority of the directors currently holding office.

Section 4 - *Board elections*: New directors and current directors shall be elected or re-elected by the voting representatives of members at the annual meeting. Directors will be elected by a simple majority of members present at the annual meeting.

Section 5 - *Election procedures*: A Board Development Committee shall be responsible for nominating a slate of prospective board members representing the associations diverse constituency. In addition, any member can nominate a candidate to the slate of nominees. All members will be eligible to send one representative to vote for each candidate, for up to 10 available positions each year.

Section 6 - *Quorum*: A quorum must be attended by at least forty percent of board members for business transactions to take place and motions to pass.

According to Wisconsin law, a board must consist of at least a chair/president, secretary and a treasurer. Other offices can be created as needed.

Section 7 - *Officers and Duties*: There shall be four officers of the board, consisting of a chair, vice-chair, secretary and treasurer. Their duties are as follows:

The chair shall convene regularly scheduled board meetings, shall preside or arrange for other members of the Executive Committee to preside at each meeting in the following order: vice-chair, secretary, treasurer.

The vice-chair shall chair committees on special subjects as designated by the board.

The secretary shall be responsible for keeping records of board actions, including overseeing the taking of minutes at all board meetings, sending out meeting

announcements, distributing copies of minutes and the agenda to each board member, and assuring that corporate records are maintained.

The treasurer shall make a report at each board meeting. The treasurer shall chair the finance committee, assist in the preparation of the budget, help develop fundraising plans, and make financial information available to board members and the public.

Section 8 - *Vacancies*: When a vacancy on the board exists mid-term, the secretary must receive nominations for new members from present board members two weeks in advance of a board meeting. These nominations shall be sent out to board members with the regular board meeting announcement, to be voted upon at the next board meeting. These vacancies will be filled only to the end of the particular board member's term.

Section 9 - *Resignation, termination, and absences*: Resignation from the board must be in writing and received by the Secretary. A board member shall be terminated from the board due to excess absences, more than two unexcused absences from board meetings in a year. A board member may be removed for other reasons by a three-fourths vote of the remaining directors.

Section 10 - *Special meetings*: Special meetings of the board shall be called upon the request of the chair, or one-third of the board. Notices of special meetings shall be sent out by the secretary to each board member at least two weeks in advance.

Committees are assigned by the board of directors to work on specific issues facing the organization.

Standing committees, such as an Executive Committee or Finance Committee, should be outlined in the bylaws, whereas ad hoc committees can be created for a time period set by the board of directors.

ARTICLE V — COMMITTEES

Section 1 - *Committee formation*: The board may create committees as needed, such as fundraising, housing, public relations, data collection, etc. The board chair appoints all committee chairs.

Section 2 - *Executive Committee*: The four officers serve as the members of the Executive Committee. Except for the power to amend the Articles of Incorporation and bylaws, the Executive Committee shall have all the powers and authority of the board of directors in the intervals between meetings of the board of directors, and is subject to the direction and control of the full board.

Though not required, it is highly recommended that the executive director be required to attend all board meetings. This will ensure the executive director is aware of all board discussions and the board is aware of the executive's activities.

Section 3 - *Finance Committee*: The treasurer is the chair of the Finance Committee, which includes three other board members. The Finance Committee is responsible for developing and reviewing fiscal procedures, fundraising plans, and the annual budget with staff and other board members. The board must approve the budget and all expenditures must be within budget. Any major change in the budget must be approved by the board or the Executive Committee. The fiscal year shall be the calendar year. Annual reports are required to be submitted to the board showing income, expenditures, and pending income. The financial records of the organization are public information and shall be made available to the membership, board members, and the public.

ARTICLE VI — DIRECTOR AND STAFF

Section 1 - *Executive Director*: The executive director is hired by the board. The executive director has day-to-day responsibilities for the organization, including carrying out the organization's goals and policies. The executive director will attend all board meetings, report on the progress of the organization, answer questions of the board members and carry out the duties described in the job description. The board can designate other duties as necessary.

It is necessary for the bylaws to detail how they are to be amended. Because the bylaws are more detailed than the articles of incorporation, they should be updated and changed in accordance with the organization's growth and change. Membership organizations may involve their members in the amendment procedures.

ARTICLE VII – AMENDMENTS

Section 1 - Amendments: These bylaws may be amended when necessary by two-thirds majority of the board of directors. Proposed amendments must be submitted to the Secretary to be sent out with regular board announcements.

Certification

A copy of the original articles and bylaws should be filed for the organization's records.

These bylaws were approved at a meeting of the board of directors by a two-thirds majority vote on **May 22, 2001**.

Secretary _____ Date _____

APPENDIX D

SAMPLE BYLAWS WITHOUT VOTING MEMBERS

The following bylaws are intended only as a model. They show some of the most general ways of writing bylaws. An organization has a great deal of latitude in shaping its bylaws, and does not need to follow this model. Keep in mind that the organization can and should amend its bylaws as often as necessary to keep up with changes to the organization. Organizations are free to reproduce all, or parts of the samples provided in this section.

Note: Organizations with voting members should see the sample titled “Sample Bylaws WITH Voting Members.”

BYLAWS OF

OF [NONPROFIT ABC]

The undersigned incorporator(s) is an (are) individual(s) 18 years of age or older and adopt the following articles of incorporation to form a nonprofit corporation (Chapter 317A).

ARTICLE I — NAME AND PURPOSE

Section 1: Name: The name of the organization shall be [NONPROFIT ABC]. It shall be a nonprofit organization incorporated under the laws of the State of Minnesota

Section 2: Purpose: [NONPROFIT ABC] is organized exclusively for charitable, scientific and education purposes.

The purpose of this corporation is:

- to support and conduct non-partisan research, education, and informational activities to increase public awareness of juvenile delinquency;
- to combat crime within neighborhoods; and
- to prevent community deterioration.

ARTICLE II — MEMBERSHIP

Section 1 – Membership: Membership shall consist of the board of directors.

ARTICLE IV — BOARD OF DIRECTORS

Section 1 - Board role, size, and compensation: The board is responsible for overall policy and direction of the association, and delegates responsibility of day-to-day

Items highlighted in bold type signify information specific to the organization. Other information provided in this sample may not be adequate for all types of nonprofits and are provided only as an example.

Article I must be included. For organizations not incorporated, state that the nonprofit is organized in compliance with the laws of Wisconsin.

The purpose statement must maintain the standards stated in IRS Publication 557 and give a brief description of the organization’s goals to ensure approval of Federal tax exemptions.

Wisconsin law requires a minimum of three directors.

operations to the staff and committees. **The board shall have up to 20, but not fewer than 16 members.** The board receives no compensation other than reasonable expenses.

Section 2 - *Terms*: All board members shall serve two-year terms, but are eligible for re-election for up to five consecutive terms.

Section 3 - *Meetings and notice*: The board shall meet at least quarterly, at an agreed upon time and place. An official board meeting requires that each board member have written notice at least two weeks in advance.

Section 4 - *Board elections*: During the last quarter of each fiscal year of the corporation, the board of directors shall elect Directors to replace those whose terms will expire at the end of the fiscal year. This election shall take place during a regular meeting of the directors, called in accordance with the provisions of these bylaws.

Section 5 - *Election procedures*: New directors shall be elected by a majority of directors present at such a meeting, provided there is a quorum present. Directors so elected shall serve a term beginning on the first day of the next fiscal year.

Section 6 - *Quorum*: A quorum must be attended by at least forty percent of board members for business transactions to take place and motions to pass.

Section 7 - *Officers and Duties*: There shall be four officers of the board, consisting of a chair, vice-chair, secretary and treasurer. Their duties are as follows:

The chair shall convene regularly scheduled board meetings, shall preside or arrange for other members of the Executive Committee to preside at each meeting in the following order: vice-chair, secretary, treasurer.

The vice-chair shall chair committees on special subjects as designated by the board.

The secretary shall be responsible for keeping records of board actions, including overseeing the taking of minutes at all board meetings, sending out meeting

A board of directors must meet at least once during a fiscal year.

Wisconsin law requires a quorum of directors for the purpose of conducting transactions, to consist of a majority of the directors

According to Wisconsin law, a board must consist of at least a chair/president, secretary and a treasurer. Other offices can be created as needed.

announcements, distributing copies of minutes and the agenda to each board member, and assuring that corporate records are maintained.

The treasurer shall make a report at each board meeting. The treasurer shall chair the finance committee, assist in the preparation of the budget, help develop fundraising plans, and make financial information available to board members and the public.

Section 8 - *Vacancies*: When a vacancy on the board exists mid-term, the secretary must receive nominations for new members from present board members two weeks in advance of a board meeting. These nominations shall be sent out to board members with the regular board meeting announcement, to be voted upon at the next board meeting. These vacancies will be filled only to the end of the particular board member's term.

Section 9 - *Resignation, termination, and absences*: Resignation from the board must be in writing and received by the Secretary. A board member shall be terminated from the board due to excess absences, more than two unexcused absences from board meetings in a year. A board member may be removed for other reasons by a three-fourths vote of the remaining directors.

Section 10 - *Special meetings*: Special meetings of the board shall be called upon the request of the chair, or one-third of the board. Notices of special meetings shall be sent out by the secretary to each board member at least two weeks in advance.

Committees are assigned by the board of directors to work on specific issues facing the organization.

Standing committees, such as an Executive Committee or Finance Committee, should be outlined in the bylaws, whereas ad hoc committees can be created for a time period set by the board of directors.

ARTICLE V — COMMITTEES

Section 1 - *Committee formation*: The board may create committees as needed, such as fundraising, housing, public relations, data collection, etc. The board chair appoints all committee chairs.

Section 2 - *Executive Committee*: The four officers serve as the members of the Executive Committee. Except for the power to amend the Articles of Incorporation and bylaws, the Executive Committee shall have all the powers and authority of the board of directors in the intervals between meetings of the board of directors, and is subject to the direction and control of the full board.

Section 3 - *Finance Committee*: The treasurer is the chair of the Finance Committee, which includes three other board members. The Finance Committee is responsible for developing and reviewing fiscal procedures, fundraising plans, and the annual budget with staff and other board members. The board must approve the budget and all expenditures must be within budget. Any major change in the budget must be approved by the board or the Executive Committee. The fiscal year shall be the calendar year. Annual reports are required to be submitted to the board showing income, expenditures, and pending income. The financial records of the organization are public information and shall be made available to the membership, board members, and the public.

Though not required, it is highly recommended that the executive director be required to attend all board meetings. This will ensure the executive director is aware of all board discussions and the board is aware of the executive's activities.

ARTICLE VI — DIRECTOR AND STAFF

Section 1 - *Executive Director*: The executive director is hired by the board. The executive director has day-to-day responsibilities for the organization, including carrying out the organization's goals and policies. The executive director will attend all board meetings, report on the progress of the organization, answer questions of the board members and carry out the duties described in the job description. The board can designate other duties as necessary.

It is necessary for the bylaws to detail how they are to be amended. Because the bylaws are more detailed than the articles of incorporation, they should be updated and changed in accordance with the organization's growth and change. Membership organizations may involve their members in the amendment procedures.

ARTICLE VII – AMENDMENTS

Section 1 - Amendments: These bylaws may be amended when necessary by two-thirds majority of the board of directors. Proposed amendments must be submitted to the Secretary to be sent out with regular board announcements.

A copy of the original articles and bylaws should be filed for the organization's records.

Certification

These bylaws were approved at a meeting of the board of directors by a two-thirds majority vote on **May 22, 2011**.

Secretary _____ Date _____

APPENDIX E

SAMPLE FISCAL SPONSORSHIP AGREEMENT

SAMPLE
["RE-GRANT"] FISCAL SPONSORSHIP AGREEMENT

This Fiscal Sponsorship Agreement (this "Agreement") is entered into by and between _____ ("Sponsor"), and _____, ("Grantee"). This Agreement shall be effective as set out below at Section I.

RECITALS

A. Sponsor has an Internal Revenue Service ("IRS") determination letter of qualification under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (the "Code") and is classified as a public charity under Code Sections 509(a)(1) and 170(b)(1)(A)(vi). Sponsor's purposes include _____;

B. The Grantee was formed as [a **Washington nonprofit corporation** on _____], and does not have an IRS determination letter of qualification under Section 501(c)(3) of the Code. The Grantee's purposes include _____;

C. In furtherance of its charitable purposes, the Grantee operates a program (the "Sponsored Program") as described in the grant proposal ("Grant Proposal") which has been approved by Sponsor's board of directors and is attached hereto as Exhibit A;

D. The Grantee desires to have Sponsor act as its fiscal sponsor for the purpose of soliciting and receiving gifts, grants, contributions and other revenues (collectively, "donations") and distributing such funds to the Grantee, subject to Sponsor's oversight, to be used exclusively in support of the Sponsored Program;

E. Sponsor's board of directors has determined that the Sponsored Program furthers Sponsor's charitable goals and tax-exempt purposes. Sponsor's board of directors has authorized Sponsor to enter into a fiscal sponsorship agreement with the Grantee whereby Sponsor will receive donations on its own behalf and disburse such funds to the Grantee in support of the Sponsored Program, in accordance with the terms and conditions of this Agreement.

NOW, THEREFORE, the parties hereby agree as follows:

1. Effective Date. This Agreement shall become effective on _____, 20__.

2. Fiscal Sponsorship.

a. Sponsored Program Activities. The Grantee's officers shall act as principal coordinators of the Sponsored Program. Sponsor retains oversight authority to ensure that the funds disbursed by Sponsor to the Grantee in support of the Sponsored Program are used for their intended charitable purposes.

b. Receipt and Disbursement of Funds; Variance Power. In connection with its sponsorship of the Grantee, Sponsor agrees to receive donations that are designated as made in support of the Sponsored Program ("Sponsored Program Funds"). Sponsor anticipates

granting Sponsored Program Funds to the Grantee, in furtherance of the Sponsored Program (less any administrative charge set out below). Upon request by the Grantee, Sponsor will disburse Sponsored Program Funds to the Grantee, assuming sufficient funds are available; provided, however, that in order to receive further disbursements the Grantee must be in compliance with all of its obligations under this Agreement, including specifically the reporting requirements set forth in Section 5 hereto, and further provided that the date and amount of each disbursement of Sponsored Program Funds shall be within the discretion and control of Sponsor. The Grantee assumes the risk that any funding source may exercise its discretion not to grant or not to appropriate funds to Sponsor for the support of the Sponsored Program. The parties intend that this Agreement be interpreted to provide Sponsor with variance powers necessary to enable Sponsor to treat the Sponsored Program Funds as Sponsor's assets while this Agreement is in effect. Sponsor, in its sole discretion, shall have the right to withhold, withdraw, or demand the immediate return of any Sponsored Program Funds if, in Sponsor's reasonable judgment, the Grantee materially breaches this Agreement or cannot accomplish the purposes of the Sponsored Program. Sponsor retains the right, in its sole discretion, to redirect the Sponsored Program Funds to a different charitable purpose or beneficiary if the purpose of the Sponsored Program becomes unnecessary, incapable of fulfillment, or inconsistent with the charitable needs of the community served by Sponsor.

c. Substantiation of Charitable Donations. Sponsor agrees that all Sponsored Program Funds will be reported for federal tax purposes as contributions to Sponsor and further agrees to acknowledge receipt of such Sponsored Program Funds in writing to donors, as required under federal tax law, and to furnish evidence of Sponsor's status as an organization qualified under Section 501(c)(3) of the Code to donors on request.

d. [Optional] Administrative Charge. Sponsor will retain an administrative charge to cover the costs associated with its management of the Sponsored Program Funds and other administrative expenses associated with this Agreement. This administrative charge shall be: _____ percent (____%) of the gross amount of the Sponsored Program Funds received by Sponsor annually. **[Optional: Provided, however, that the administrative charge retained by Sponsor shall be no less than _____ dollars (\$_____) per calendar quarter.]**

3. Review by Sponsor. Sponsor and its representatives shall be given full access to the books, records, and senior management and financial personnel of the Grantee with respect to the Sponsored Program as Sponsor may reasonably request. Sponsor may, at its own expense, conduct an independent financial audit and/or program audit of the Grantee's books and records in relation to the charitable activities for which Sponsor has disbursed Sponsored Program Funds.

4. Financial Accounting and Reporting. Sponsor and the Grantee will maintain books and financial records for the Sponsored Program in accordance with generally accepted accounting principles, shall retain records as long as required by law and shall make records available to auditors as required by law. The Grantee will reflect the activities of the Sponsored Program, to the extent required, on its state and federal tax and information returns and financial reports. All disbursements from the Sponsored Program Funds shall be made payable to the Grantee.

5. Grantee Reporting Requirements.

a. Reports to Sponsor. The Grantee shall submit full and complete quarterly reports to Sponsor on the progress of the Sponsored Program. Such reports shall be due within thirty (30) days of the end of each calendar quarter, for so long as this Agreement remains in effect. Such reports shall describe the Grantee's use of the Sponsored Program Funds, compliance with the terms of all grants, and the progress made by the Grantee in accomplishing the purposes of the Sponsored Program.

b. Reports to Funding Sources. The Grantee will provide all information and prepare all reports, including interim and final reports, required by Sponsor to satisfy any funding sources, subject to Sponsor's final review and approval.

6. Notices. All notices or reports under this Agreement shall be addressed as follows:

If to Sponsor:

If to Grantee:

Such addresses may be changed by written notice or email notice given by such party to the other or by other form of notice agreed to by the parties.

7. Restrictions on Use of Sponsored Program Funds.

a. Tax-Exempt Purposes. The Grantee shall use the funds it receives from Sponsor solely for purposes of the Sponsored Program and shall not use such funds in any way that will jeopardize the tax-exempt status of Sponsor. The Grantee agrees to comply with any written request by Sponsor to cease activities that, in Sponsor's reasonable judgment, might jeopardize the tax-exempt status of Sponsor, and further agrees that Sponsor's obligation to make funds available to the Grantee is suspended in the event that it fails to comply with any such request.

b. Prohibited Activities. No portion of the Sponsored Program Funds shall be used in any attempt to influence legislation, **[except for lobbying expenditures approved in advance by Sponsor as set forth on the attached Exhibit A.]** No portion of the Sponsored Program Funds shall be used to participate or intervene in any political campaign on behalf of or in opposition to any candidate for public office, induce or encourage violations of law or public policy, cause private inurement or improper private benefit to occur, support terrorist activities, terrorist organizations or individuals who engage in or support terrorist activities, or take any other action inconsistent with qualification under Section 501(c)(3) of the Code.

8. Relationship of the Parties. Nothing in this Agreement shall constitute the naming of either party hereto as an agent or legal representative of the other party for any purpose whatsoever except as specifically and to the extent set forth herein. This Agreement shall not be deemed to create any relationship of agency, employment, partnership, or joint

venture between the parties hereto and the Grantee shall make no such representation to anyone. It is the intention of the parties that all employees, contractors, and advisors for the Grantee will be employed or engaged directly by the Grantee and not by Sponsor.

9. Indemnification. The Grantee hereby irrevocably and unconditionally agrees, to the fullest extent permitted by law, to defend, indemnify, and hold harmless Sponsor, its officers, directors, trustees, employees and agents, from and against any and all claims, liabilities, losses and expenses (including reasonable attorneys' fees) directly, indirectly, wholly or partially arising from or in connection with any act or omission of the Grantee, its employees or agents, in applying for, accepting, expending or applying Sponsored Program Funds, or in carrying out the Sponsored Program, except to the extent that such claims, liabilities, losses or expenses arise from or in connection with any negligent act or omission of Sponsor, its officers, directors, trustees, employees or agents.

10. Fundraising. The Grantee shall notify Sponsor (a) of all jurisdictions in which it would like Sponsor to solicit charitable contributions from the public in support of the Sponsored Program; and (b) if it intends to engage a commercial fundraiser to solicit charitable contributions from the public in support of the Sponsored Program. All solicitations for the Sponsored Program shall be made in Sponsor's name. All solicitation materials that use the name of Sponsor or its affiliates, including both written solicitation materials and scripts for oral solicitation communications, shall be subject to Sponsor's advance approval. The Grantee shall comply with all laws and regulations concerning the solicitation of charitable contributions. All original letters of inquiry and grant proposals that use the name of Sponsor or any of its affiliates shall be subject to Sponsor's advance approval in its sole discretion and shall be signed by an authorized representative of Sponsor. All grant agreements, pledges, or other commitments with funding sources to support the Sponsored Program shall be subject to Sponsor's advance approval in its sole discretion and shall be executed by Sponsor. The cost of any reports or other compliance measures required by such funding sources shall be borne by the Grantee.

11. Publicity. Any and all use of Sponsor's name in media communications and fundraising materials with respect to the Sponsored Program shall be subject to Sponsor's prior review and approval. The Grantee shall provide Sponsor with reasonable advance notice with respect to any proposed use of Sponsor's name in order to allow for such prior review.

12. Duration of Agreement. This Agreement shall remain in effect until the earliest of the following:

a. Grantee receives a determination letter from the IRS of its qualification under Section 501(c)(3) of the Code;

b. Sponsor or Grantee terminates this Agreement pursuant to the provisions of Section 13 below; or

c. _____, 20__.

13. Termination. Either party may terminate this Agreement without cause by giving thirty (30) days' written notice to the other party.

14. Disposition of Sponsored Program Funds in Termination. If there are any Sponsored Program Funds remaining after this Agreement has terminated, the following terms and conditions shall apply, subject to Sponsor's variance power set forth above at Section 2b:

a. If the Grantee has received a determination letter from the IRS of its qualification under Section 501(c)(3) of the Code, Sponsor shall transfer the balance of all Sponsored Program Funds, net of any liabilities incurred by Sponsor in connection with the Sponsored Program, to the Grantee for use in the Sponsored Program.

b. If the Grantee has entered into a written fiscal sponsorship agreement with another fiscal sponsor that has an IRS determination letter of qualification under Section 501(c)(3) of the Code, then Sponsor shall transfer the balance of any Sponsored Program Funds, net of any liabilities that Sponsor has incurred in connection with the Sponsored Program, to such new fiscal sponsor for use in the Sponsored Program.

c. In the event that the Grantee has not received an IRS determination letter from the IRS of qualification under Section 501(c)(3) of the Code or entered into a written fiscal sponsorship agreement with another fiscal sponsor that has an IRS determination letter of qualification under Section 501(c)(3) of the Code, Sponsor may allocate the Sponsored Program Funds in any manner consistent with applicable tax and charitable trust laws.

15. Miscellaneous Provisions.

a. Amendments. This Agreement may not be amended or modified, except in a writing signed by both parties hereto.

b. Dispute Resolution. In the event of a dispute under this Agreement, Sponsor and the Grantee shall make a good faith effort to resolve such dispute cooperatively before seeking to resolve any dispute by arbitration or otherwise proceeding with any remedy available at law or in equity.

c. Choice of Forum. The parties agree that the Superior Court of King County, Washington is the mandatory, exclusive venue for actions relating to this Agreement. The parties agree that King County is a convenient forum, and that all court proceedings shall be filed in King County and in no other forum.

d. Consent to Jurisdiction. For all purposes related to this Agreement, the parties hereby consent to personal jurisdiction in the state courts in and for the state of Washington.

e. Entire Agreement. This Agreement constitutes the entire agreement of the parties with respect to the subject matter hereof; it supersedes any prior agreement and understandings between the parties as to such matters, oral or written, all of which are hereby cancelled.

f. Governing Law. This Agreement shall be governed by and interpreted in accordance with the laws of the state of Washington.

g. Severability. Each provision of this Agreement shall be separately enforceable, and the invalidity of one provision shall not affect the validity or enforceability of any other provision.

h. Counterparts. This Agreement may be executed in counterparts, each of which shall be deemed an original and all of which together shall constitute one and the same instrument.

i. Attorneys' Fees. In the event of any controversy, claim, or dispute between the parties arising out of or related to this Agreement, or the alleged breach thereof, the prevailing party shall, in addition to any other relief, be entitled to recover its reasonable attorneys' fees and costs of sustaining its position.

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SUPPORTING INTERVIEWS



ARLENE PATTERSON

RESIDENT AND CHAIRPERSON OF AMANI UNITED

On 3/28/16, Ann Miller had a chance to talk with Arlene Patterson about how

Amani United currently operates, and what has been done so far toward getting 501(c)(3) status.

Arlene is a well educated woman who lives in the neighborhood, is currently chairperson of the Amani United group, and also serves on the board for the Dominican Center for Women (DCW).

Amani United meets on the third Tuesday of every month. They partner with non profit organizations DCW, COA, and Northwestern Mutual to bring neighborhood residents together to address concerns related to safety, health, housing, education, employment, vacant lots and buildings, voting, and creating community social events.

Arlene stated that she doesn't know as much about the 501(c)(3) status as Sr. Patricia Rogers and Pepper Ray. She felt that they would be much better resources for answering many of our questions. She did say that she thought it would be wonderful for Amani United to become it's own association, so the projects would be resident driven. She doesn't think the dynamic of the group would really change. She feels that they have a strong relationship with their non profit partners, and that they would need to continue to have that relationship in order to be sustainable. She can see how busy the DCW is, so if Amani was a separate association it might reduce some of the burden on them.

Arlene said that so far they haven't taken any steps toward getting 501(c)(3) status. Although they have a chairperson for the group, and several committees, they have never discussed having a board of directors or bylaws. She feels the group would need to have a few meetings to discuss these things and vote on their directors if they want to pursue the 501(c)(3).

One thing that Arlene is concerned about is getting the people engaged. She said it is difficult to sustain the group because people don't remain in the

neighborhood long term. They rely on posting flyers and going door to door to let people know about meetings, events, and the resources that are available. Arlene feels that the key to sustainability of an Amani United association will be engaging the residents to become involved.



JOHN KORDSMEIER

NORTHWESTERN MUTUAL

On March 19, 2016, John Kordsmeier came to speak to our class about his experiences with the Amani United group. He said he has learned over time that the hit & run approaches for change are not sustainable and don't last. What works better is to get the residents to set the priorities and then help them set a strategic plan to set realistic goals & then provide technical help to accomplish those priorities.

There is a need to build knowledge for leadership. They need to build a leadership institute to educate people who do neighborhood work, and create a certification around building neighborhood capacity. John said there is great work going on. The Amani Neighborhood recently received one of four federal grants to build neighborhood capacity, he feels that the existing Non Profit Organizations were the key, there are already monthly meetings and 5 committees, the residents were ready.

There have been three big wins so far in the neighborhood, and it all started with people asking questions about why there were 31 liquor stores but no grocery stores in their area. What they learned from their aldermen is that the residents need to speak up about the problems and the changes they want to see. They can attend the licensing hearings to oppose a license. They also need to vote. So the big wins are 1) people speak up more, 2) people vote more, and 3) people participated more in getting the Moody Park Pool tore down and repurposed the land as an award winning recreational park.

John mentioned that he regularly attends the monthly Amani United meetings that are held at the COA Golden Center. He has seen first hand how much these people care, and how many of them volunteer to help. He said it is worthwhile to ask the residents who show up at the meetings questions about that they want. John said the residents who show up may not be a true representation of all residents, but they are the ones that will be most supportive and vocal about the project.

Q: Do you feel that they are ready or have the resources & capability to do the necessary financial reporting and progress tracking in order to sustain 501(c)(3) status?

A: Right now they probably aren't ready, but they care a lot. They will grow in their ability to understand the financial parts. The success of the 501(c)(3) is their ability to raise the resources. They will need the reassurance that the [existing non profit organizations] partners will continue to support them, and that technical assistance is available.

Q: There is some tension between residents and existing non profit organizations. Does this ever get addressed at the monthly meetings?

A: The people are starting to understand the committee structure now, and many of the tensions get worked out in the committee meetings.

Q: Where do you feel the Alverno MBA group can be of the most help with the 501(c)(3)?

A: Asking the right questions. Asking them why they want to be a 501(c)(3)? What do they want to get from it? What do they understand about it?



EDITH HUDSON, MILWAUKEE POLICE DEPARTMENT

BUILDING NEIGHBORHOOD CAPACITY AND ANSWERS QUESTIONS ABOUT THE AMANI NEIGHBORHOOD

On March 5, 2016, Edith Hudson spoke to our class about the Building Neighborhood Capacity project that she spearheaded. This was a cooperative effort between the police department and the neighborhood residents to reduce crime by building the social capacity so criminals don't feel comfortable. Afterwards, we had a chance to ask some questions related to the Amani neighborhood and lessons learned.

Q: Can you share some of the lessons learned during this project?

A: Sure. Due to the limited resources of the police department, sustainability was a problem.

Police officers were successful in building relationships, but as soon as crime went down in

Amani they needed to be shifted to other neighborhoods where the crime rates were higher. Also the team size was too small to fulfill the obligations. Finally, internal messaging was insufficient to ensure the higher ups understood why the officers were doing what they did.

Q: What do you feel is the best mechanism for getting the message out to the residents about events?

A: You really need to make use of all available resources. Facebook and Instagram will work for a number of residents, but really going door to door with flyers is the one way to make sure people are hearing about the events.

Q: Do you think Amani should try to become a 501(c)(3) Neighborhood Association?

A: That would be really good since it would allow them to more easily get the money from grants they've received. It also gives them more autonomy to decide how to use that money. Any grants that are in the care of the Milwaukee Police Department have a lot more bureaucratic red tape to go through in order to get the money to cover expenses incurred for the grant projects.

Takeaways:

Keep sustainability in mind whenever you are implementing a transformational change, especially a cultural change such as Building Neighborhood Capacity.

The best method of communication is still door to door, face to face communication with a flyer of the information.

Non profit organizations are typically faster than government organizations when it comes to distributing grant funds to cover expenses incurred .



QUAN CASTAN AND DENNIS WALTON, AMANI LEADERS



March 9, 2016 at COA Goldin Center

I interviewed Quan Castan, Co-Chair of Amani United and Dennis Walton, lifelong Amani resident and previous BNCP site captain (Building Neighborhood Capacity Program) at COA Amani United?

Dennis: Has been a lifelong resident of Amani. Went to Auer Avenue school. Has been a part of the neighborhood through its ups and downs. Is a 20 year community organizer in the area. Developed the "I Am Amani" campaign that contributed to building the brand of the Amani neighborhood. Was previously the site coordinator for the BNCP and is now Director of the Milwaukee Fatherhood Initiative. Dennis has been involved in Amani since before the inception of Amani United, which took shape about 3 years ago.

Quan: Originally from Chicago. Became involved with the BNCP program in Metcalf Park in Milwaukee. Quan knew Dennis and when Quan moved to Amani, he became involved because of working with

Dennis previously and because Quan had done similar neighborhood involvement work in Metcalf Park. Quan has been involved with Amani for 3 years in the 53206 community. He runs a chess program at three schools and also works with art in the community. Quan became co-chair for Amani in October 2015.

Q: What is the level of interest in becoming a non-profit, 501(c)(3) organization? Has any work been done to start the process of becoming a 501(c)(3)?

Dennis: This is a high priority because being a non-profit will allow Amani the resources to accomplish our goals. Historically Amani has received money through other non-profits in the area. This makes getting access to the money a challenge and these organizations don't always have the same agenda as Amani residents.

Quan: No work has been done on applying to become a non-profit organization but gaining non-profit status is a priority. It will give credibility to the organization and will allow the residents more control over their community.

Q: What are the long-term goals of Amani?

Quan: Ultimately we (residents) want control of our community. We want to be a resident-led and resident-driven organization. Currently, Amani United is a coalition of residents and NGOs in the area. Eventually, would like Amani to be a self-sustained organization. Ultimately, want to build residents up. Currently providing an ongoing inter-generational literacy program for people of all ages.

Residents need to provide jobs other than fast food. Would like to provide more opportunities for entrepreneurs in Amani. Would like to take advantage of trends such as water preservation, aquaponics, or finding a sustainable food solution.

Q: Who are the current members of Amani? What are the committees and who works on them?

Quan: There are four committees, listed below. Quan didn't seem 100% certain who leads each committee.

- Education: Chaired by Pepper Ray
- Arts & Culture: Chaired by Quan Castan
- Friends of Moody Park: Chaired by Brenda Hart-Richardson and co-chaired by Quan
- Housing & Safety: Chaired by Arlene Patterson and Sister Patricia Rogers

Dennis: Not currently involved in any one committee. He sees his role as providing guidance to those in the committees to steer them in the right direction. He views himself as an atlarge representative. Having lived in the community for so long, he's in tune with the community and what the community needs/desires.

General Comments and Feedback from Quan:

Quan was not aware of the work Alverno was doing with Amani? How did he not know? I let Quan know we are just starting this partnership and we will get better at identifying and engaging key stakeholders.

Also, Quan asked what resources could Alverno provide? Quan mentioned the best resource would be in the form of money. I said we will likely determine what kind of resources we can provide but in terms of the non-profit process, we could provide the technical expertise to help them in the application process. We could also likely help make some connections such as foundations that provide grants and find resources that could help Amani with the actual paperwork process of becoming a 501(c)(3).

Key Takeaways:

- Residents may view non-profits in the area as not serving the best interests of the
- Residents are skeptical of outsiders and their motives. The non-profit designation for Amani may help move away from the agendas of organizations serving the area and give the community more voice/power.



TOM SCHNEIDER EXECUTIVE DIRECTOR OF COA

Jaimie Thomas

March 30, 2016

Most of the conversation with Tom was focused around the history of COA in the Amani neighborhood and the community change model. Tom believes the biggest enemy in the neighborhood is cynicism and apathy. Tom sees his and COA's responsibility as helping to develop self-efficacy in the residents to create change.

We discussed a few questions around Amani becoming a nonprofit organization.

Q: Do you think Amani would benefit from 501(c)(3) status?

A: It depends. If there's a need, it could be successful. If Amani wants to do fundraising on its own, they should be a nonprofit. Businesses can only give for charitable contributions. However, Amani needs to be aware of the cost to filing paperwork each year and determine if it is worthwhile at their current stage. This hasn't been necessary so far because their two biggest partners (COA and Dominican Center) work with and are very committed to work in Amani. Also, need to have the right systems in place so someone couldn't line their own pockets.

Residents must become more engaged. There are 30-100 residents at the Amani United meetings in a neighborhood of thousands.

Amani would need to identify the problem they are working to solve. They would need to know this to become a non-profit.



SUSAN LLOYD, ZILBER FOUNDATION

Phone Interview with Susan Lloyd Friday, March 18,

12:00 pm

<http://www.zilberfamilyfoundation.org/about.html>

I had a very interesting conversation with Susan Lloyd. I went into the conversation with some questions in mind. However, I quickly put those questions aside and decided to listen to Susan's perspective on Amani United's interest in becoming a 501 (c) (3) corporation. She provided great insight and feedback.

Amani United is interested in becoming a neighborhood association with a non profit status. Do you think Amani would benefit from this status?

To her knowledge, Amani United receives a great deal of support from the Dominican Center for Women. They have supported them in terms of technical assistance, back office support and space. Susan stated that she has a bias against Amani United becoming a 501 (c) (3) non-profit corporation. She's not biased against Amani in particular, she's biased because she believes they are already utilizing a fiscal sponsor. Her suggestion is to continue operating this way. There are many initiatives that work with fiscal sponsors for a period of many years. For examples, Journey House is the foscalsponsor for the Clark Square Initiative that's funded by Zilber Foundation. Journey House receives the fund from Zilber Foundation, and disburses this to Clark Square. Journey House provides the office space and is responsible for the fiscal management, IT, legal and HR needs. Since they are a well known and fully operating organization, they are capable of undertaking this task. She posed this question, "if it isn't broke, does it need to be fixed?"

In the event Amani United becomes a charitable organization, they automatically incur many legal and financial responsibilities. She's concerned about their ability to access the resources needed to not only start the process but to operate as a non profit corporation. Would Amani United have the ability to maintain a non profit status in good standing? Do they have the financial and human capital/resources to start this? She would encourage them to continue to use Dominican Center as their fiscal sponsor. She also stated that Amani United receives support from other partners, such as, Golden Center and COA. To her knowledge, these partnerships have made great strides in their efforts to help the Amani neighborhood.

Susan mentioned the costs involved in the application process. She stated there are pro bono attorneys available. When a non profit entity receives funds from grants, they are required to report on them. She's concerned this could overtake a small organization as this is a large task.

She suggested that we conduct a risk and rewards analysis. It's important for us to determine whether this is a feasible and useful option for Amani United. In addition, they need to understand the operating costs and expenses required to sustain a 501 (c) (3) corporation.

Susan's main suggestion was to urge us to answer this question:

What does Amani United believe they can do that they can't currently do by becoming a 501 (c) (3) nonprofit corporation?

Key takeaway:

It's evident to me that there is a lot of skepticism surrounding the idea of Amani United becoming a 501 (c) (3) non profit corporation. While I spoke with one person, she is a key stakeholder. In the event Amani United were to become a charitable organization, they would want the Zilber Foundation's support and resources. After this interview, I've learned that if Amani wishes to move forward with this task, they have to convince key stakeholders they are capable of sustaining this initiative.

Who Zilber Foundation funds:



[Funding Zilber Family
Foundation Funding
http://www.zilberfamilyfounda
tion.org](http://www.zilberfamilyfoundation.org)

SISTER PATRICIA ROGERS (DOMINICAN CENTER FOR WOMEN) AND PEPPER RAY (DCW, BUILDING NEIGHBORHOOD CAPACITY PROGRAM)

Discussion Topic: I had the opportunity to sit down with Sister Patricia Rogers and Pepper Ray, both stakeholders of Amani United. We discussed the current issues with the Amani Neighborhood and their perspective on Amani United forming an official neighborhood association and obtaining a 501(c)(3) status.

Question 1

How many members of the Dominican Center for Women participate in Amani United?

S. Rogers: Two employees and some of the residents. We also have our Coordinator Octavia involved. It is difficult to state how many residents because so many people are in and out of the neighborhood.

Question 2

Why did you choose to be a member of Amani United?

P. Ray: I live in the Amani neighborhood and so does my mother. I've seen the changes over time and it has gotten worse over time. It's not the same place, a lot is different. Being a part of the Building Neighborhood Capacity Program, we want to decrease the number of vacant houses in the neighborhood. We are also putting together different initiatives to stop the littering and cleaning of the neighborhood. A lot of the loitering and violence that occurs in the neighborhood are committed by people who doesn't stay in the neighborhood. We are making positive improvements...one the park is being rebuilt.

S. Rogers: I've never lived in the Amani neighborhood, however I am from Milwaukee. The Dominican Center for Women have been involved over the years in collaboration with the Building Neighborhood Capacity Program supporting the community. I believe in Collective Efficacy – to support one another – and can we ever come together as a people to see change happen.

Question 3

What is your perspective on Amani United becoming an official neighborhood association and obtaining a 501(c)(3) status?

S. Rogers: There are a lot of programs dumped into the community. One of the benefits of a neighborhood association they would be able to allocate and control their own resources. (Grants/Charitable donations).

One obstacle I believe is going to be in the way of becoming an official neighborhood association is that all the stakeholders involved want their own piece of the pie. One of the biggest challenges to take on is to get the residents to understand the capacity of forming a 501(c)(3) organization. They need awareness of what they are actually taking on because there will be a lot of work. The residents need to

learn to demonstrate TRUST, ACCOUNTABILITY, and VALUES-in which all are tested when taking on projects in the past.

P. Ray: We have about five spokespersons however there is no clear purpose of the meetings. We need to be more intentional. Now that we are at a point where funding season is over, let's talk together and identify the real needs of the community. Currently no one involved is on the same page.

I haven't done a lot of research of what a 501(c)(3) entails. This seems like the best option so far. We need to talk to the people of the Non-Profit Center and get all of the pros and cons of becoming incorporated. We would also like to learn more about other alternative routes and/or processes other than becoming an official neighborhood association. For example, one neighborhood in Milwaukee came up with a contract that the city abides by.

Question 4

How are the grants currently being handled?

S. Rogers: There are no grants technically being grants to Amani United because they aren't an official group. Grants are handled by the stakeholders. COA, DCW, other non-profits are the stakeholders. Currently the conversations about the grant opportunities are being held outside the neighborhood. We are making progress, but one of the issues is we are finally at the point of coming together and discussing different projects and grant opportunities but usually AFTER the grants are funded. Everyone (stakeholders) has their place at the table and want to see this (Amani United) succeed but everyone has their own agendas.

We are not aware of any special grants we are not receiving not being an official neighborhood association. Currently Amani United is NOT able to receive funding at this time. Dominican Center for Women operates as the "anchor" and any grants are forwarded to Amani. Right now, the officers of Amani would not be able to touch any funds or grants. Currently, the funding supporting Amani United is coming through the Building Neighborhood Capacity Program. Amani United is currently is just a title for the people of the community.

Question 5

What are some of the ways you are keeping the neighborhood informed of current projects and resources?

P. Ray: One of the obstacles is that there are so many residents that move in and out of the neighborhood. We make calls and we send emails. We have events like Community Fun Night and other events that involve the community at Auer Avenue or COA Center.

Amani United has a Facebook page (Pepper Ray manages). We have information about projects and current events on the Building Neighborhood Capacity Program, Dominican Center for Women, and Next Door Foundation websites. On the Facebook page there is only about 132 "Likes" since the creation of the page in 2014. That is pretty low considering the last election for Amani United in October 2015 we have about 58 out of approximately 2,000 residents that are active Amani United members.

Question 6

As stakeholders, what are your expectations from the residents to move towards becoming a neighborhood association?

S. Rogers & P. Ray:

- Residents need to become more involve with neighborhood projects and finish them.
- Residents need to be more present at the Amani United meetings- giving them a voice.
- Residents need to have a change in mindset – currently they have a “nothing is never going to change” attitude.

Question 7

What separates the Amani neighborhood from other neighborhoods in Milwaukee?

P. Ray: The negative attention from the media and the community. The Amani neighborhood has a big percentage of 30 plus years homeowners. Unlike a lot of the other neighborhoods, safety isn't as much of an issue right now. Violence and crime is still an issue but not the #1 issue.

Question 8

What changes are you hoping to see accomplished through Amani United for the neighborhood?

S. Rogers & P. Ray:

- Jobs
- Drug and Alcohol Treatment
- Mental Behavioral Treatment
- Better Schools and Programs
- Extra Curriculum Activities for the Youth

Question 9

How can Alverno College students help this semester?

S. Rogers & P. Ray:

We want to move in the right direction, so any creative ideas or other methods to becoming a neighborhood association. Find the best way to inform the residents of what is needed from them and the expectations.

JEFF, FRESH PICKS MOBILE MARKET

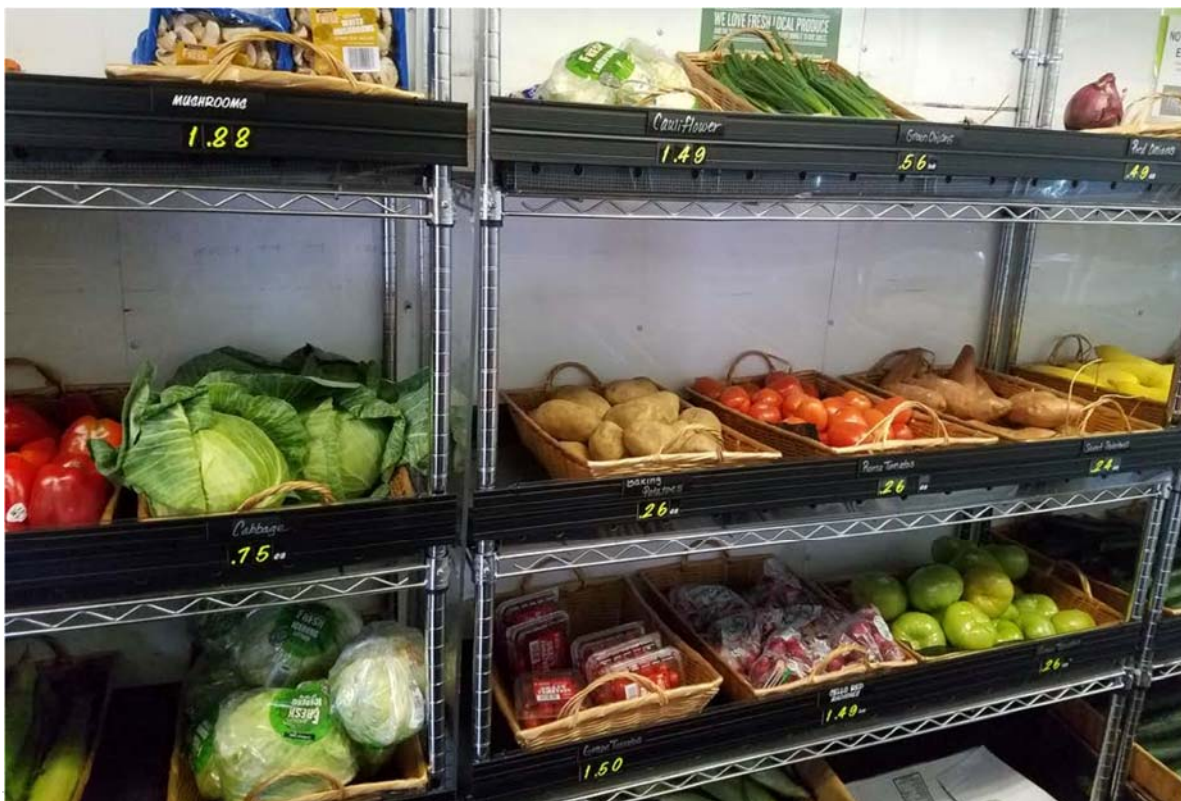
- The produce prices are substantially less than those you would find in an actual Pick N Save store. This is due to a government subsidy that allows the store to mark the prices down by 25%.
- Jeff has an agriculture background and knows a great deal about produce. He is on the receiving end of every shipment that Pick N Save sends to ensure there are no second hand or subpar products making it to the truck.
- Trucks are restocked between stops. Usually there is a morning and afternoon stop. In the summer months or as demand increases, there can be evening stops. Food is restocked out of the Garfield Pick N Save.
- Along with fresh produce there are a variety of meats and some dairy products as well.
- Produce rotates based on needs and desires of the neighborhood the truck is servicing. Typically, if the truck is stationed on the north side of Milwaukee there will be more Southern staple items like greens and smoked meats. Whereas on the south side of Milwaukee there would be more Latin staples such as peppers and pork based meat products.
- In terms of the Amani neighborhood, there are not a lot of buyers on the Mobile Market, but the ones that do come are regulars and buy a great deal when they come.

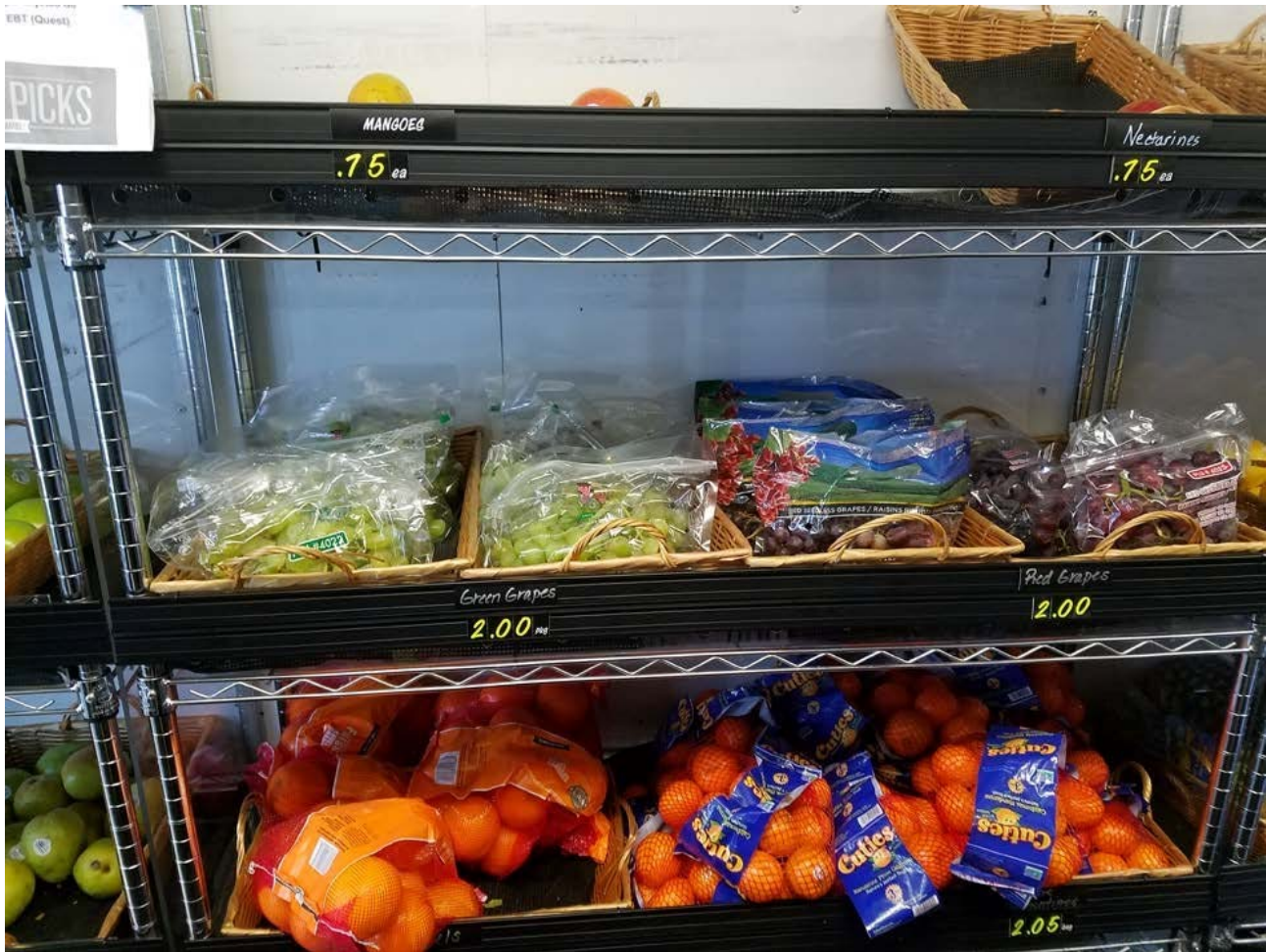
o Observation: When I was there, I watched for about 30 minutes before getting out the car. There were no walk-ups. Everyone that came drove there and they all came out with a minimum of 3 full bags.

- Pick N Save employees run the cash register and Jeff is an employee of Hunger Task Force. There are multiple volunteers on site to assist in getting on the Mobile Market which have 4 stairs and also to help the older adults get things to their cars. In addition, if you are unable to make it up the stairs, you will be given a list and you can check off the items you may want and a volunteer will shop for you. You can then meet them at the end where you watch them ring up the items and hand them your card to pay for items.

Overall Impressions:

I really wondered why more people were not taking advantage of the low prices and opportunity. Everything was fresh and arranged wonderfully and at the time of my visit there were 5 employees and volunteers waiting to assist.





MOTHER MATTIE ALLEN, GREATER LITTLE HILL COGIC – FOOD PANTRY

(A HOLISTIC APPROACH TO "AM I MY BROTHERS KEEPER")

- The food pantry at Greater Little Hill COGIC has been in existence on a small scale for 30 years. It was originally funded through contributions from parishioners and church leadership.
- In the past year, through persistence and reaching out to Hunger Task Force and Pick 'N Save, they have expanded their efforts and created a food pantry that allows people to shop with dignity.
- Individuals operating the program are all volunteers ranging in age from 10 to 80. They are all members of the Amani Community as well.
- Hunger Task Force has an individual on site that assists with the Food Share program. This allows individuals with transportation limitations to apply for and maintain benefits. This is crucial given the fact that as of April 1, 2016 if individuals receiving benefits miss appointments or deadlines for information verification, they will be suspended from receiving Food Share benefits for 6 months.
- There is a volunteer nurse who assists visitors with blood pressure and blood sugar checks.
- Food is distributed based on residency in the Amani neighborhood and resident occupancy.
- The food items are delivered by the Hunger Task Force, unloaded by church volunteers and organized according to meals, fruits, vegetables, protein, peanut butter
- Attendance is higher during the holidays and at the end of the month

Overall Impressions:

Mother Mattie was passionate and engaging. She told me if there was once thing that I take back to my class was that upstairs is church, but downstairs is where the real work happens and they are not here to play. They believe in a holistic approach to helping the community. Mother Mattie made a point to emphasize that she was her brother's keeper.

Personal notes:

Even though there was a lot of food, there were a lot of processed, high sodium and high sugar items. While there was no junk food like soda and chips, they included fruit juices as a form of fruit which I personally disagree with.

SHERRI TUSSLER, EXECUTIVE DIRECTOR, HUNGER TASK FORCE

- Sherrie expressed an absolute disdain for food pantries. She views them as a way to band aid the problem without an appropriate solution. It is her opinion that the pantries becomes a standard and normal way to gather needed food as opposed to using it to supplement on an as needed basis.
- Notes in impoverished neighborhood, EBT no longer is strictly used for nutritional needs, it is now a standard form of currency that can be bartered and traded for cigarettes, alcohol and drugs.
- Wants to utilize the Fresh Picks Mobile market to show that eating healthy is affordable and obtainable. Uses the FINI Grant to help subsidize the lowered prices of the Mobile Market o <https://nifa.usda.gov/program/food-insecurity-nutrition-incentive-fini-grant-program>
- The Fresh Pick Mobile Market delivery unit is owned by the Hunger Task Force. Pick N Save gets the full value of their product through customers paying and the FINI Grant. However, gets free advertisements through the branded vehicle and bags used to package purchases. But the mobile access eliminates mobility issues to impoverished neighborhoods.
- The most popular sites are the Marcia Cogg Center and UMOS. Waits to shop there can be up to 2 hours and running out of all the product on the truck during that session is a likely occurrence.
- Marketing was initially through knocking on doors but now it is through word of mouth.
 - o Note: I can't help but wonder if there needs to be a focused marketing campaign.
- Sherrie feels that we are not on the right track to solving the food desert issue within the Amani Community. Because we are not educating or looking at ways to break the food pantry reliance.
- At this time, there are no plans to buy more Mobile Markets. She would love to see an entrepreneur come along and really run with the idea. She has done the ground work, but it now beyond her to get it expanded because they are not in the grocery business.

TOM SCHNEIDER, EXECUTIVE DIRECTOR, COA

Overall Impressions:

Tom gave a thoughtful look into the history of the Amani neighborhood, the COA and other resources aimed at helping those in poverty in the City of Milwaukee. While very insightful, there were not a lot of definitive answers regarding specific answers to eliminating the food desert issue in the community. He did note however that change needs to be a holistic effort and not simply a piecemeal. He also noted that the community is massively engaged, however conceded that there is no universal definition of what engaged looks like.

Some take aways for further research:

Magnolia Community Initiative:

“The Magnolia Community Initiative (MCI) is a ground-breaking model for large-scale community mobilization and transformation where children, living in the most vulnerable neighborhoods, break all records of success in their education, health milestones, the nurturing they receive from their family, and the economic stability of their family. This is an innovative collaborative effort of over 70 faith based and community groups, organizations and public agencies, dedicated to improving outcomes for children in a five square mile (500 blocks) area crossing the Pico Union, West Adams and the North Figueroa Corridor neighborhoods just south west of downtown Los Angeles. The Initiative’s key strategy is to build neighborhood resiliency and civic engagement; it goes beyond the traditional multi-service strategy.”

<https://www.all4kids.org/program/magnolia-community/>

<https://www.houstonpublicmedia.org/articles/news/2011/03/07/26181/city-initiative-brings-freshproduce-to-houstons-food-deserts/>

Dudley Street Neighborhood Initiative (DSNI) *Tom referred to it as the Roxbury or Boston Model

“The Dudley Street Neighborhood Initiative's (DSNI) mission is to empower Dudley residents to organize, plan for, create and control a vibrant, diverse and high-quality neighborhood in collaboration with community partners.” <http://www.dsni.org/> <https://news.wgbh.org/post/filling-bostons-food-deserts-healthier-options>

Riverwest Co-Op (Not the prices but the structure as opposed to Outpost) <http://riverwestcoop.org/>

“We are a natural food store and cafe located in Milwaukee’s vibrant Riverwest neighborhood. We are dedicated to providing the community with nutritious, affordable food and are proud to feature organic, local, and fair trade products. As a community-based, member-owned, and volunteer-run organization,

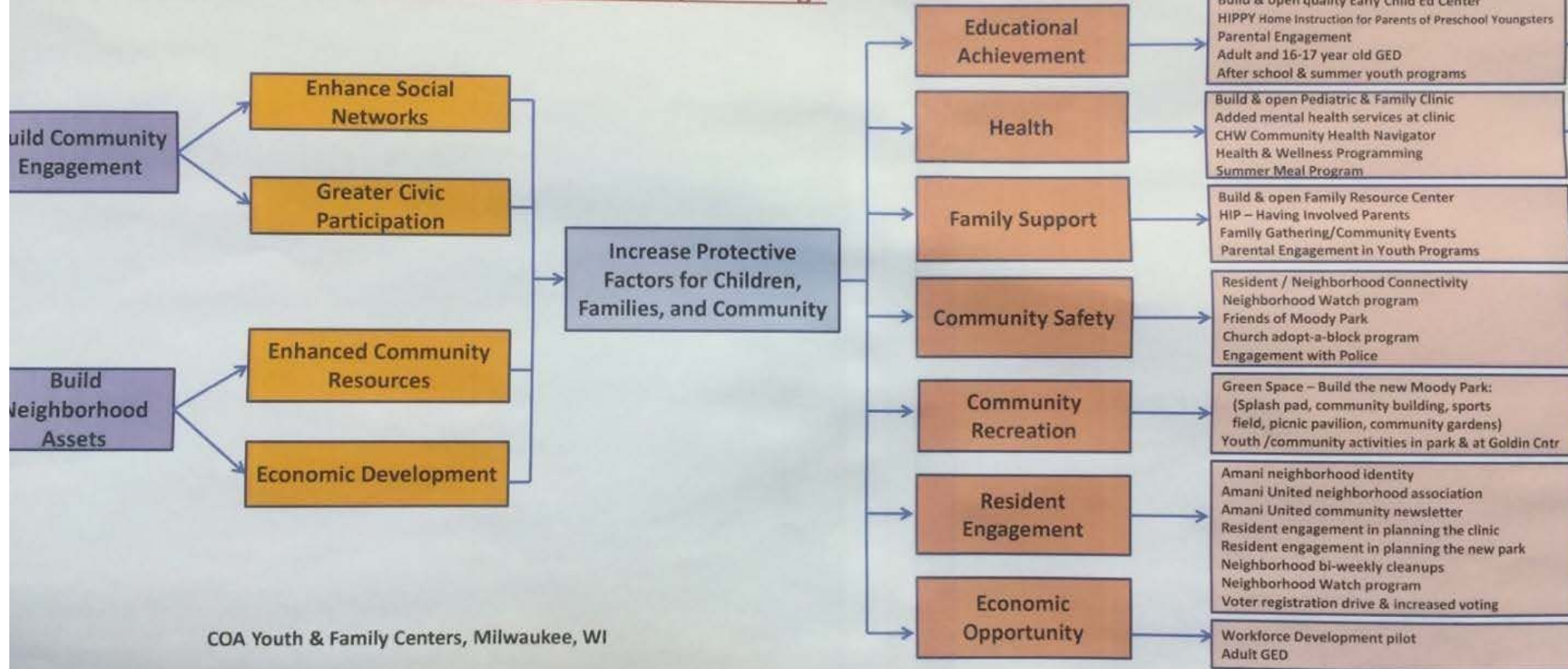
we go beyond being simply a grocery and cafe, providing a genuinely welcoming community that seeks to create beneficial connections between the producers and people we serve. We attribute our 14-year success to a business model that is focused on people.”

Victory Garden Initiatives (as opposed to Will Allen in terms of utilizing land owned by the Dominican Center

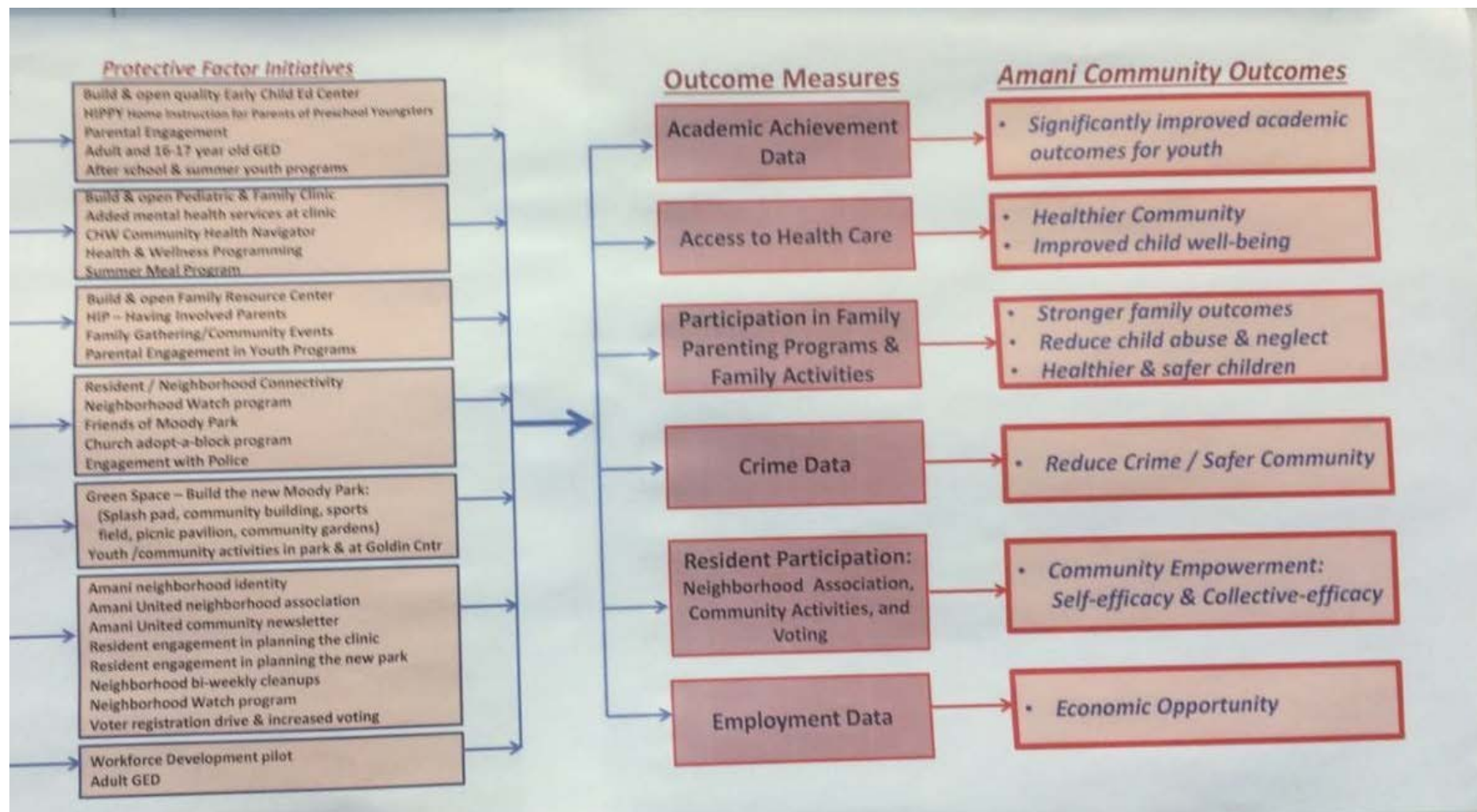
“Victory Garden Initiative builds communities that grow their own food, creating a community based, socially just, environmentally sustainable, nutritious food system for all.

<http://victorygardeninitiative.org/>

Milwaukee Amani Neighborhood – Theory of Change →



COA Youth & Family Centers, Milwaukee, WI



THE URBAN GARDEN AS CRIME FIGHTER

BY [MICHAELA KRAUSER](#) | AUGUST 22, 2012



Credit: [Tony Fischer on Flickr](#)

Community gardens have been long-regarded as symbols of neighborhood revitalization, but could a well-tended patch of grass actually help fight crime? [A recently published study](#) by the University of Pennsylvania's Perelman School of Medicine suggests the answer may be yes.

Researchers randomly selected two clusters of vacant lots in Philadelphia – one that was later greened and one that functioned as the control – to examine the effects of

greening. The researchers found that greening the vacant lots made nearby residents feel significantly safer, and that the greened lots could be linked to reductions in certain gun crimes in the area. Police crime data showed that area assaults both with and without guns lessened after the greening. Researchers posited that the difference could be chalked up to the fact that it's easier to hide illegal guns and illicit activity in a trash-laden lot than it is in a green space, and that the greening may have fostered a greater sense of unity within the neighborhood.

The data expands upon findings from a study led by Penn epidemiologist Charles Branas, [published in 2011](#), which compared thousands of greened and non-greened vacant lots over a nine-year period. The work of the Pennsylvania Horticultural Society's [Philadelphia LandCare Program](#) – an initiative responsible for the greening of 4,500 vacant lots, or 7.8 million square feet, from 1999 to 2008 – served as the basis for the study. The results of the study suggest that vacant lot greening was associated with [reductions in gun assaults](#) and vandalism in certain areas, and reports of reduced stress and increased exercise among residents in other areas.

While encouraging, the same results may not be reflected in all cities. A [2009 study](#) comparing Houston areas with and without community gardens found that, while residents of community garden areas perceived their neighborhoods to be safer due to the presence of gardens, there was no actual difference in crime rates between the community garden areas and those without gardens. However, findings did show increases in rent and the number owner-occupied homes in neighborhoods with community gardens.

Elsewhere, mid-size cities like Pittsburgh and Detroit are exploring green space as a way to address the numerous vacant properties left behind by their shrinking footprints. In Cleveland, a city hit hard by the foreclosure crisis, the [Reimagining Cleveland](#) project grants \$2,500 to \$20,000 to residents and community groups to manage a parcel of vacant land. Projects have ranged from permeable parking lots to community gardens and orchards. Fellow Rust Belt city Detroit has about 40 square miles of vacant lots, and the city may transform a portion of the urban prairie into a [working farm](#).

As of 2010, Philadelphia had some [40,000 vacant lots](#), 12,000 of which were publicly owned. Though greening vacant spaces may not singlehandedly reduce [escalating crime rates](#) – here, and in cities nationwide – evidence may suggest that the strategy should be included in cities’ arsenals of crime-fighting tactics.

<https://nextcity.org/daily/entry/the-urban-garden-as-crime-fighter>

COMMUNITY GARDENS CAN BE ANTI-CRIME AGENTS

Positive garden activity creates safer communities.

Posted on **March 8, 2013** by [Kristine Hahn](#), Michigan State University Extension

Gardens can function as anti-crime agents. A local example of the restorative power of gardening is in Brightmoor neighborhood in northwest Detroit. In 2005, Riet Schumack and her family bought a home on the Rouge River in Brightmoor and began to renovate it. Most of the surrounding homes were in various states of disrepair and abandonment. The same year, Schumack took the [Urban Roots Community Garden Leader Training Program](#) that was developed and implemented in collaboration with [Michigan State University Extension](#) staff and local partners. Schumack started a youth garden in a lot down the street from her house. She purposely located the garden between a known drug house and a corner frequented by prostitutes. The positive activity from the garden in addition to Schumack calling the police to report illicit activity whenever she saw it eventually drove the bad actors away.

Today, many of the formerly abandoned homes have been purchased and renovated and this Brightmoor neighborhood is well known for its beautiful community gardens and growing number of well-kept yards. People are moving into the neighborhood instead of out.

In the Victoria Hills neighborhood of Kitchener, Ontario, there was a large, vacant corner lot that was full of garbage and a popular site for illegal activity. In 1994, Regional Police Officer Rob Davis spearheaded a successful transformation of the area by applying the standard [Crime Prevention through Environmental Design](#) (CPTED) strategy of placing a safe activity in an unsafe or vulnerable area. Specifically, Officer Davis introduced the idea of a community garden. The effect was impressive. Within the first year that the garden was in place, the number of reported police incidents for the surrounding three apartment complexes dropped 30 percent. The results continued to improve in 1995 and 1996 when year over year, reported police incidents dropped by 48.8 and 55.7 percent.

How can a garden have such a powerful cascade of positive impacts? It is the ability of a garden to draw people together around two common focal points: beauty and good food. When you take a trash-strewn vacant lot that is home base for illegal behavior and turn it into a place of beauty filled with positive activities, you will drive out the criminal element. Everyone eats and everyone appreciates beauty. When neighbors walk by the garden and see their gardener neighbors, they have common interests to talk each other about. And neighbors talking to each other can eventually form relationships, connectedness, safer and more positive feelings about where they live and to the development of a community where people look out for each other and their children.

This article was published by [Michigan State University Extension](#). For more information, visit <http://www.msue.msu.edu>. To have a digest of information delivered straight to your email inbox, visit <http://www.msue.msu.edu/newsletters>. To contact an

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http://msue.anr.msu.edu/news/community_gardens_can_be_anti-crime_agents

Multiple Benefits

Of Community Gardening

Carbon Footprint

- Food in the United States travels an average of 1300 miles from farm to fork, changes hands half a dozen times, and consumes 10 calories of fossil-fuel energy to produce a single calorie of modern supermarket food (Kloppenborg, Hendrickson and Stevenson, 1996, p. 33, 42; Pollan, 2008). Producing food locally greatly reduces the greenhouse gas emissions related to transportation of food.
- Fruits and vegetables sold in supermarkets spend as many as 7 to 14 days in transit. During this time, almost 50% of the transported food is lost to spoilage. Locally grown food reduces or eliminates this transit time, helping to greatly reduce waste (Community Food Security Coalition, 2003, p. 4).

Municipal Benefits

Community Gardens are an economic benefit to local governments:

- Community gardens have been shown to increase property values in the immediate vicinity where they are located. In Milwaukee, properties within 250 feet of gardens experienced an increase of \$24.77 with every foot and the average garden was estimated to add approximately \$9,000 a year to the city tax revenue (Bremer et al, 2003, p. 20; Chicago, 2003, p. 10; Sherer, 2006).
- Been and Voicu estimate that New York's "gross tax benefit generated by all community gardens over a 20- year period amounts to about \$563 million. Under the scenario in which the local government would have fully subsidized the garden provision [which is rarely the case], the city's total investment would have amounted to about \$83.5 million. Thus, the estimated net tax benefit would be, in the aggregate, about \$480 million or, per garden over \$750,000" (2006, p. 28).
- Developing and maintaining garden space is less expensive than parkland area, in part because gardens require little land and 80% of their cost is in labor (Saylor, 2005).
- Community gardens provide a place to retreat from the noise and commotion of urban environments, and have been shown to attract small businesses looking to relocate (Sherer, 2006).

- Community garden programs provide employment, education, and entrepreneurship opportunities for a wide variety of people, including students, recent immigrants, and homeless people (Community Food Security Coalition, 2003),
- While vacant lots can be magnets for litter and criminal activity, community gardens are observed and managed by the gardeners, resulting in a cleaner space and more active local community. All of this often comes at little or no cost to the city (Schmelzkopf, 1995).

Food Production

Community gardens allow families and individuals without land of their own the opportunity to produce food, and provide a place for gardeners to share knowledge and skills.

- Gardeners save significant amounts of money on produce. One project estimated that community gardeners saved between \$75 and \$380 in food costs every season (adjusted for inflation from 1994 to 2011) (Hlubik et al. 1994; Armstrong, 2000).
- Local agriculture conserves resources by shortening the commodity chain, saving on fuel-demanding transportation and packaging (Bremer et al, 2003, p.23)
- From 1978-1989, \$8.9 million worth of produce was grown in Milwaukee community gardens (Bremer et al, 2003, p.22, 56).
- In 1999, the fifteen New York gardens organized as the City Farms program of the organization “Just Food” grew close to 11,000 pounds of fresh vegetables and fruits. Nearly 50 percent was donated to nearby soup kitchens and food pantries (Just Food 1999 Summary Report, as cited by Englander, 2001, p. 14).

Health Benefits

- Community gardens provide access to fresh, traditional produce and nutritionally rich foods in low-income neighborhoods, where nutritious food is much less available than in other areas. “A study of all food stores in three low-income zip codes in Detroit found that only 19%, or fewer than one in five stores, carried a minimal 'healthy food basket' [of] products based on the food pyramid” (Pothukuchi 2003).
- Studies (like the one conducted by Lackey and Associates) have shown that community gardeners and their children eat healthier, more nutrient rich diets than do non-gardening families (Bremer et al, 2003, p.54).
- People who garden (or who live with someone who gardens) tend to eat more fruits and vegetables on a daily basis. In a survey in Flint, Michigan, while only 17.8% of respondents from non-gardening households ate fruits and vegetables at least 5 times a day, that number rose to 32.4% in households with a gardener. The same study showed

that gardeners also tend to eat one more serving of fruits or vegetables per day than non-gardeners (Alaimo et al., 2008).

- Increasing the consumption of organic local produce reduces exposure to chemical fertilizers and pesticides. Local food can also “be eaten fresh, without the preservatives that are typically added to produce that is shipped long distances” (Bremer et al, 2003,p. 54).
- Multiple studies have shown that natural areas such as community gardens grant a variety of mental health benefits. Being in natural places fosters recovery from mental fatigue, improves outlook and life satisfaction, helps us to cope with and recover from stress, improves our ability to recover from illness and injury, restores concentration, and improves productivity (Maller et al., 2005).
- Simply viewing plants has been shown to reduce fear, anger, blood pressure, and muscle tension (Relf, 1992 p. 161; Ulrich, 1979; Ulrich, 1986).

Exercise

- Gardens can be areas for recreation and exercise. According to the American Journal of Preventive Medicine, the “creation of or enhanced access to places for physical activity combined with informational outreach” produced a 48.4% increase in frequency of physical activity in addition to a 5.1 percent median increase in aerobic capacity, reduced body fat, weight loss, improved flexibility and an increase in perceived energy (as referenced in Sherer, 2006).
- Gardening is considered a moderate to heavy intensity physical activity, and has been linked to significant beneficial changes in total cholesterol, HDL cholesterol, and systolic blood pressure (Armstrong, 2000).
- Besides being a great way to exercise, gardening motivates people to stay active longer than other activities. In one study, participants spent significantly more time gardening (225 minutes/week) than doing other leading forms of exercise, such as walking (160 minutes/week) and biking (170 minutes/week) (Caspersen et al., 1991).

Crime Prevention

Community gardens offer a focal point for community organizing, and can lead to community-based efforts to deal with other social concerns.

- Community gardens give youth a safe place to interact with peers and can involve them in beneficial activities (Sherer, 2006).
- Community gardens increase neighborhood surveillance or “eyes on the street”, often deterring crime (Kuo & Sullivan, 2001b).



- In a study of violent and property crimes around public housing buildings in Chicago, buildings with a high level of vegetation that doesn't obscure view (such as most garden plants) had 52% fewer crimes than those with no landscaping. Buildings with medium levels of this type of vegetation had 42% fewer crimes (Kuo & Sullivan, 2001).
- Scientific studies show that crime decreases in neighborhoods as the amount of green space increases, and that vegetation has been seen to alleviate mental fatigue, one of the precursors to violent behavior (Kuo and Sullivan, 2001).
- Community gardening is recognized by many police departments as an effective community crime prevention strategy. In Philadelphia, burglaries and thefts in one precinct dropped by 90 percent after police helped residents clean up vacant lots and plant gardens. ("Healing America's cities" p. 5-6, as cited in Englander, 2001).

The Urban Ecosystem

Gardens help to improve the health of the city ecosystem in several ways:

- Community gardens add beauty to the community and heighten people's awareness and appreciation for living things. In a Chicago survey, this was the #1 reason given for the importance of community gardens, mentioned by 14.3% of respondents, while 83% of respondents felt that the garden has enhanced the beauty of the community (Chicago, 2003, p. 34).
- A 1995 Regional Plan Association poll of individuals nationwide found that the major components of a satisfactory quality of life are safe streets and access to greenery and open spaces. In another survey, owners of small companies ranked recreation, parks, and open space as their highest priority in choosing a new location for a business (Sherer, 2006, p.5).
- Urban green spaces are unevenly distributed and access is extremely limited near low-income neighborhoods populated by minorities, including recent immigrants. For example, in "Los Angeles, white neighborhoods enjoy 31.8 acres of park space for every 1,000 people, compared with 1.7 acres in African-America neighborhoods and 0.6 in Latino neighborhoods" (Sherer, 2006, p.6).
- Filter rainwater and help to keep lakes, rivers, and groundwater clean ("Plants and the micro-organisms with which they symbiotically coexist help to clean and filter water as it percolates through the soil") (Bremer et al, 2003, p. 50).

Urban Ecosystem (continued)

- Reduce soil erosion and runoff, which lessens flooding and saves the city money (Bremer et al, 2003, p. 50, 56; Sherer, 2006; tpl, 2004).

- Restore oxygen to the air and help reduce air pollution through the gas exchange systems of leaves and soils (Chicago, 2003 p. 14; Sherer, 2006).

Youth Education

Community gardens can serve as an outdoor classroom where youth can learn valuable skills, like those involving practical math, communication, responsibility and cooperation. They also provide the opportunity to learn about the importance of community, stewardship and environmental responsibility.

- When combined with science education, gardening can be a form of experiential learning that is more effective than traditional classroom learning. In a study of Hispanic and African American middle school students in Los Angeles, students who participated in a science class with a school garden project showed dramatically improved science-processing skills when compared to those in a traditional science class (Blair, 2009 p. 19).
- In California, the San Francisco League of Urban Gardeners has a program in Alemany, a community with an unemployment rate of 84%, which employs 20-25 local youth during the school year and about 60 during the summer. They are trained in gardening, landscaping, habitat restoration, work skills and leadership development (Feenstra et al, 1999 p.40).

Cultural Opportunities

- Community gardens offer unique opportunities to establish relationships within and across physical and social barriers. (Bremer et al, 2003; Tranel & Handlin, 2004). In places like the Twin Cities, where there are large communities of first and second generation immigrants, community gardens have provided a space for: Inter-generational exposure to cultural traditions; Cultural exchange with other gardeners; Access to non-English speaking communities
- In gardens across New York that are supported by the city's community garden association, GreenThumb, there are gardeners from 45 different countries and many regions of the U.S.
- A recent study found that, compared to residents living near barren areas, those closer to green common spaces are more likely to use them and more likely to interact with neighbors as a result (Kuo et al, 1998, p.26).
- Community gardens are great places to host social and cultural events, helping to strengthen local communities (Krasny & Saldivar-Tanaka, 2004).

Horticultural Therapy

- Exposure to green space reduces stress and increases a sense of wellness and belonging (Bremer et al, 2003, p. 55).



- “A ten percent increase in nearby greenspace was found to decrease a person’s health complaints in an amount equivalent to a five year reduction in that person’s age” (Sherer, 2006, p. 16).
- In Brentwood California, the Vets Garden employs 35 patients, many of whom have not been able to hold down a job since the Vietnam War. Since the garden program started, inpatient stays have been significantly reduced and the gardeners have been making progress at faster rates and are better able to “participate more fully in the world and move on to jobs outside the hospital”. Employment opportunities such as gardening and landscaping throughout the city have become available to Vet gardeners and several program participants have even gone back to school. (Feenstra et al, 1999, p. 52).

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