Proposal
McAuliffe Park
Urban Farm Project

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1. Program and Operations Plan
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A. Seattle Tilth’s Vision for McAuliffe Park

Seattle Tilth’s vision for McAuliffe Park includes a vibrant, accessible and multi-faceted urban agriculture and learning center that engages and involves the community in a broad range of gardening and nutrition education programs, as well as expanded opportunities to grow, harvest and access healthy, fresh produce. This vision is built upon a commitment to develop and manage the site using organic and sustainable practices throughout, and where possible, to incorporate a social enterprise business model in order to operate successful programs.

Our vision serves as the underpinning for a program and operations plan that is based upon our actual experience in creating Rainier Beach Urban Farm and Wetlands, which is widely considered a regional model for transforming a public park into a vibrant, bustling farm and environmental education center. Furthermore, this vision and plan reflects our successful efforts at the Pickering Garden in Issaquah, as well as models and best practices from other successful operations including Zenger Farms in Portland, Oregon, and Growing Power in Milwaukee, Wisconsin.
Central to our vision is our commitment to working closely with the City of Kirkland and to foster effective partnerships with community groups and residents and to establish a spirit of openness, inclusion and capacity building.

Our vision for the park includes a variety of uses that will benefit the residents of Kirkland and the surrounding community. For example, the park can be used as a field trip destination for local students who use the site as an outdoor learning lab, where they can experience what it’s like to plant tomatoes and thin lettuce and help tend a quarter-acre children’s garden. We also envision developing a strong and devoted corps of community volunteers, including neighbors and seniors who can share their personal stories about the park’s early days and play an important role interpreting the park’s history and its many features.

Teens and young adults also have a place in our vision for a dynamic McAuliffe Park. Specifically, we see the potential to expand our Seattle Youth Garden Works program, which helps teens and young adults learn to plant, grow, tend and harvest, and, in the process, gain vital life and work skills that lead toward a new, more positive direction in life.

Finally, this...we value the tremendous amount of time, work and input that helped create the McAuliffe Park Master Plan and we recognize that this plan reflects the community’s ideas and aspirations for this wonderful historic treasure. The site truly is “a great place” and we seek to operate and develop programming in a manner that aligns with the McAuliffe Park Master Plan and realizes the community’s vision for McAuliffe Park as a regional model for an urban agriculture and a community garden and outdoor education center.

B. Plan for McAuliffe Park

Seattle Tilth proposes to develop a broad and robust set of programs that address community interests and priorities and which reflect the full spectrum of our local food system, including organic food production and distribution, garden education, composting, soil and water
conservation, cooking and nutrition, community engagement and stewardship, and park restoration. And though this plan reflects our vision for creating a vibrant education and learning center, it is presented as a proposal which can be adapted and adjusted as we engage and learn more from community stakeholders and partners.

We also recognize that the McAuliffe Park Master Plan reflects a highly ambitious, resource intensive vision for developing the site. We understand that the plan was developed several years ago and that we now face a different, more constrained economic environment that will impact our capacity to implement the full range of identified activities and elements. That said, we believe that our program plan reflects the community’s priorities and aspirations for McAuliffe Park.

In particular, there are several key factors that are central to the development of our plan for McAuliffe Park, including:

- Our understanding of community needs, interests and priorities as reflected in the McAuliffe Park Master Plan as well as our discussions with local stakeholders;
- Our understanding of actual site conditions;
- A practical assessment of resource availability;
- Seattle Tilth’s experience in developing and operating successful programs throughout King County for the past 35 years;
- The expertise, creativity and practical know-how among our program staff; and
- Best practices and guiding principles from national models for centers, adapted for the specific needs, conditions and opportunities at McAuliffe Park.

In addition to these factors, we have created a program plan that incorporates the park’s many features such as the arboretum, nursery, orchards and woods, as well as the P-patch program and open areas. Our plan also seeks to utilize and incorporate several existing park structures including the barns, storage facilities and especially the garage area to the greatest extent possible.

Most of all, Seattle Tilth’s program plan for McAuliffe Park emphasizes, builds upon and incorporates several core practices and beliefs that are the hallmark of our work, including:
• **Stewardship and Access**—Seattle Tilth encourages all citizens to be good stewards of the environment and to ensure that McAuliffe Park is a safe, accessible and welcoming space where community members can gather, learn, play and be inspired. Our program plan seeks to build a strong sense of community connection and ownership.

• **Public Benefit**—Our program plan emphasizes public benefit in several critical ways. For example, food produced on site would be utilized, in part, for local food programs and community meals for seniors, families and others who otherwise have limited access to healthy food. Farm and garden programs will provide an opportunity for physical activity that will further benefit the health of all participants. Cooking and nutrition programs will also provide healthy nourishment and increased connection among community members. Our program plan also includes opportunities for Kirkland-area youth to gain a job, a sense of belonging and a chance to build skills for future employment. An additional public benefit is that our programming will engage people from diverse ethnic, racial and demographic backgrounds as well as varied life circumstances and experiences to work together toward a common purpose.

• **Education**—Our program plan creates and builds a learning environment where community members have opportunities to learn all aspects of food production, including organic gardening classes, soil and water use, master composter/soil builder training, habitat restoration and more. Even in our first weeks and months on-site, we will offer skills training, advice and support for the park’s P-patch gardeners. Subsequently, we seek to provide a full array of classes that cover essential farm and garden topics that respond to the expressed interests and priorities of community members. Similarly, we look forward to working with local schools and plan to create a children’s garden which can serve as a fun and engaging learning lab for students.

• **Engagement and Volunteerism**—A cornerstone of our program plan is the role that volunteers will play in all aspects of on-site programming. We envision a corps of hundreds
of volunteers who will provide vital service in helping to grow, tend and harvest produce as well as helping with composting, habitat restoration and other aspects of farm and park maintenance. Towards this end, we are members of Nourishing Network Institute— including the Kirkland Nourishing Network— and are building new partnership with schools, community groups and civic organizations in Kirkland and surrounding Eastside communities.

C. Site Programming

We have structured our McAuliffe Park development plan to implement new and expanded programming in a flexible and sequential manner that builds upon input and ideas from community members, partner organizations and the City of Kirkland (see Addendum B, “Program and Staffing Matrix” on page 40). The specific programs we propose and our implementation timeline prioritizes the following elements:

1. Programs that are fundamental to urban farming and garden education;
2. Programs that build upon and enhance existing on-site activities;
3. Programs that can be developed, implemented and scaled to reflect availability and sustainability of funding.

Our programming plan draws from our highly successful experience in creating and operating the Rainier Beach Urban Farm and Wetlands as well as our successful work at the Pickering Garden in Issaquah. We have built upon these efforts to create a dynamic plan for a farm and environmental education center that features the full cycle of agricultural activities that highlight community participation and stewardship. The specific implementation timeline of our plan spans a five-year period, and, contingent upon community input and resource availability, would include the following programs and activities:

Community Engagement and Volunteer Coordination

Community Engagement—Central to the success of all Seattle Tilth programs and activities is our effectiveness in developing strong community partnership and in engaging and working closely with community residents and stakeholders. Seattle Tilth’s community engagement activities will be especially important as we develop programming at McAuliffe Park, in that
several years have transpired since the Master Plan was drafted, and, as such, community needs and interests may have changed or refined. For this reason, community engagement would be among the very first activities we pursue in developing and implementing our site plan for the park. In particular, our McAuliffe Park farm staff will create formal and informal mechanisms for community discussions and input in helping to shape the specific implementation of our plan for the Farm.

Among the community groups and stakeholders with whom we will meet and form partnerships include:

- P-patch gardeners;
- Other McAuliffe Park users;
- City of Kirkland parks and Community Services Department staff;
- Kirkland Nourishing Networks participants;
- Principals, teachers and parents from nearby schools;
- Other community stakeholders

Additionally, during the first two years, we will plan to convene quarterly open house events where community members will be invited to McAuliffe Park to hear about, and provide input regarding, our programming and our overall progress in developing the site.

It is important to note that Seattle Tilth is entirely committed to ensuring that McAuliffe Park remain a safe, accessible and welcoming environment for all community members to enjoy. As such, on-site gardens will provide opportunities for neighbors and area residents to work together to produce food for themselves and the community.

**Community Volunteer Coordination**—Seattle Tilth’s success at Rainier Beach Urban Farm and Wetlands and other sites require a strong, diverse and committed corps of community volunteers. For example, more than 500 people volunteer at Rainier Beach each year in virtually all aspects of operations. Accordingly, at McAuliffe Park, neighbors and community members will play a pivotal role in building new garden spaces and providing on-going garden maintenance and related habitat restoration.
We will implement a volunteer program to engage area residents in all appropriate aspects of the park’s operation and maintenance. In particular, we will engage neighborhood and community groups, service organizations, churches, schools, businesses and others in creating a dynamic corps of volunteers at McAuliffe Park. Our volunteers receive educational training and opportunities for engagement and leadership.

**Workshops, Classes and One-To-One Garden Education, Advice and Support**

Seattle Tilth is widely recognized as an authority on gardening in the Pacific Northwest and has provided trainings on a full range of gardening topics for over 35 years. Each year, more than 2,000 people participate in Seattle Tilth classes. Moreover, some 99% of our participants rate our classes at “excellent” or “good.” As such we bring substantial experience and know-how to providing garden workshops, classes and trainings that can build skills and help P-patch gardeners and other community members learn to garden in a manner that is environmentally beneficial and personally rewarding.

**Garden Advice And Support**—Seattle Tilth will dedicate skilled and experienced staff who will provide expert garden advice and assistance for P-patch gardeners who currently garden at McAuliffe Park, as well as community members who utilize the park. Among our first activities will be to convene informal gatherings and discussions with P-patch gardeners to better understand their interests and goals, their aspirations for programming at McAuliffe Park, and to hear how Seattle Tilth can best support and sustain their efforts. Input from these informal meetings and discussions, combined with input from community stakeholders, will form the basis for structuring garden advice and support programming. Accordingly, our site-based staff would establish a regular schedule for garden advice and support in order to ensure access for P-patch gardeners and other community members.

**Garden Workshops**—We would seek to supplement the garden advice and support effort with trainings and workshops that could include the following topics:
• **Master Recycler Composter Eastside**—offering comprehensive training that educates community members about composting, soil building, integrated pest management and recycling. Seattle Tilth graduated 36 Eastside outreach volunteers from this program over the past year and we would look forward to expanding this to include McAuliffe Park.

• **Overwintering Crops and Season Extension Workshops**—helping gardeners learn to extend their growing season by plant winter crops, seed starting and other season extension techniques.

• **Canning and Food Preservation**—providing hands-on workshops to help P-patch gardeners and other community members learn safe and fun methods for canning, freezing and otherwise preserving fruits and vegetables.

• **Integrated Pest Management**—including practical strategies and non-toxic pest management practices to deal with pest, weed and disease control in vegetable gardens as well as ornamental landscapes through organic methods.

• **Attracting Beneficials and Creating Biodiversity**—focusing on helping gardeners to select a mix of crops and flowers that attract insects and pollinators in order to create a diverse, vibrant and healthy garden.

Though many workshops and classes would be provided in proximity to the P-patch garden area, we would plan to utilize the garage structure for garden education activities when appropriate.
**Children’s Classes and Camps**—During the first months of operation, we will meet with representatives from A.G. Bell Elementary, Juanita Elementary, Peter Kirk Elementary, Kirkland Middle School, Juanita High School and other local private and public schools in order to develop on-site educational opportunities via field trips and explore possibilities for extended learning, particularly for high school students. Field trips and children’s educational activities would likely be initiated in years two or three depending on interest, partnerships and resources. We will also seek to implement a summer farm and environmental education camp, which engages children of all ages to learn various aspects of gardening and the natural environment in a fun and safe setting.

**Seattle Tilth Adult Education Classes**—In addition to workshops and garden advice, Seattle Tilth plans to offer multiple-session classes that provide more in-depth education and skills training on various organic gardening and farming topics. During the first year of operations, we would convene meetings and listening sessions with P-patch gardeners, neighborhood groups, community stakeholders, Nourishing Networks and other partner organizations in order to identify needs, priorities and opportunities that would help inform an initial grouping of class offerings.

Seattle Tilth has more than 35 years experience in teaching community-based garden education classes. These hands-on, fee-based classes are affordable, accessible and tremendously popular, with more than 2,000 people taking part annually at locations throughout King County. And though we will seek input from community stakeholders in designing our class offerings, some examples of our experiential garden education classes include:

- **Comprehensive Organic Gardener**—a multi-session class that provides gardeners with a complete introduction to organic gardening including building healthy soil, garden
planning and crop rotation, organic pest and disease control, water conservation and seed saving.

- **Get Your Garden Growing**—a stand-alone class that helps gardeners to prepare their garden for spring and summer crops. The class covers soil preparation, seed sowing methods and season extension tools such as cloches and cold frames.
- **Grow Edible Perennials**—a stand-alone class that introduces gardeners to techniques on how to grow and harvest edible perennial plants.
- **Composting 101**—teaching how to create rich compost using food, livestock and yard waste and actually building a hot compost pile.
- **Introduction to Permaculture**—teaching gardeners to use a broader, systems-thinking approach that integrates human needs with the natural ecosystem.

Our programming plan is to initiate adult education classes in year two with a relatively modest grouping of classes and to subsequently expand this offering in years three through five, based upon class evaluations, community interest and availability of resources.

**Garden Development and Food Production**

One of the most exciting aspects related to programming at McAuliffe Park is the availability of land and the opportunities to create an integrated grouping of new gardens for learning, demonstration and healthy food production. Towards this end, Seattle Tilth seeks to build upon our successful experience at Rainier Beach Urban Farm and Wetlands in creating vibrant learning and production gardens that include the full cycle of farm and gardening activities. In particular, we propose to create three garden spaces, as follows:

- **Children’s Learning Garden**— Our plan proposes a small children’s garden that could include annual and perennial vegetables, a sensory garden, an animal trail and wildlife path, a container garden demonstration, worm bins, compost area and a nearby play
and picnic area. The children’s garden could potentially provide a fun and engaging space for field trips, children’s classes, summer garden and farm camps, family garden programming and more.

- **Community Learning and Demonstration Garden**—Modeled after Seattle Tilth’s 35 year old Learning Garden at Good Shepherd Center in Wallingford, the community learning and demonstration garden would include year-round organic vegetable gardening, drought tolerant and disease-resistant ornamental plantings, permaculture design, rain water harvesting, yard waste and food waste composting, soil building techniques, Pacific Northwest native plants, food bearing perennials, and a rain gardens. This garden would serve as the primary site for adult education classes, workshops and informal trainings.

- **Production Farm and Potential Seattle Youth Garden Works Site**—Seattle Tilth will draw upon our substantial experience in creating and operating production farms throughout King County including the 39-acre Red Barn Ranch in Auburn, Washington. The production farm is planned as a one- to two-acre farm that generates several thousand pounds of organic produce, much of which would be sold at the downtown Kirkland farmers markets and an on-site market stand. Produce could also be sold through the Seattle Tilth urban food hub, which aggregates and sells organic produce to local grocers, restaurants and other markets and through the Good Food Bag program. A portion of the produce grown on-site could also be directed to Hopelink’s food and nutrition programs, as well as community meal and nutrition programs at the Kirkland Senior Center and other locations.

Our plan for the production farm includes a potential program site for an expanded Seattle Youth Garden Works program, thereby providing an employment and life skills training program for teens and young adults in Kirkland and surrounding communities.
The production farm would also provide a tremendous service learning and community volunteer opportunity for community members, workplaces, churches, service organizations and others.

- **Other Farm and Garden Activities**—We look forward to the possibility of building out and developing several other farm and garden elements which would create a rich and satisfying experience for McAuliffe Park participants. Some examples of these elements could include:

  - **Urban Livestock demonstration area**—including chicken coops and bee hives which educate the public about how to care for chickens and bees in a residential setting. This would build upon our partnerships with local 4H clubs, Puget Sound Beekeepers Society and others.
  
  - **Internship Program**—in which undergraduate and graduate students from local community colleges and universities can gain field experience and conduct research. Towards this end, Seattle Tilth would build upon and expand our current partnerships with many local colleges and universities.

As with other elements of our programming, we will work with the City of Kirkland, community stakeholders and partners in gaining their ideas and input and to secure their participation and support for new gardens. Actual development for these new gardens, including sequence and timing, would be aligned with community interest as well as availability of resources. Additionally, our garden development plan includes a critical role for community volunteers, working in conjunction with Seattle Tilth staff, in clearing, digging and preparing the site for new gardens. It is also important to note that Seattle Tilth has an excellent relationship with Cedar Grove organic compost in securing rich, healthy soil for these new garden sites.

**Nutrition Classes and Activities**

Seattle Tilth’s development plan for programming at McAuliffe Park includes a potential site for nutrition education site for our Community Kitchens Northwest program. Community Kitchens Northwest cultivates a culture of healthy cooking and nutritious eating by bringing people
together to cook and enjoy food as a community. We host community dinners, lead after-school cooking clubs, support a network of community kitchen programs and offer trainings. By sharing cooking skills, nutrition knowledge, and food traditions, we strive to make healthy eating a sustainable choice for everyone.

At McAuliffe Park, we will explore the potential to provide cooking and nutrition activities on-site as well as the possibility of creating partnerships to provide community dinners and other nutrition education activities at various neighborhood locations including churches, schools, community centers, senior centers and other sites. In particular, we would explore the potential to partner with Juanita High School students, teachers and school leaders in providing cooking clubs, community dinners and other nutrition-related activities.

The implementation of nutrition classes and activities at McAuliffe Park would be contingent upon community interest and partnerships, as well as the availability of funding and other resources.

D. Public Benefit

Public benefit is a core principle that guides all of Seattle Tilth’s programming, operations and projects and activities. This guiding principal is reflected in our mission:

“Seattle Tilth’s mission is to inspire, engage and educate people to safeguard our natural resources while building an equitable food system.”

This enduring commitment to public benefit is what has driven all of our work and accomplishments over the past 35 years and it is what has led us to propose this partnership
with the City of Kirkland to develop a vibrant, accessible and multi-faceted urban agriculture and learning center at McAuliffe Park.

Towards this end, the specific public benefits we envision for the McAuliffe Park would include the following:

- **Increased opportunities to learn about gardening and the natural environment**—Our program plan includes workshops, classes and informal trainings for hundreds of people in Kirkland and surrounding communities. These affordable and accessible learning activities build knowledge and skills, even as they enrich and enhance quality of life for participants. Moreover, they advance the message of using organic techniques and conservation methods for food production.

- **Improved access to healthy food**—The McAuliffe Park production garden would generate several thousands pounds of healthy, organically grown produce for people throughout Kirkland and nearby communities. Much of the produce grown on site would be sold at local farmers markets as well as at an on-site market stand. However, we recognize that a substantial number of households in Kirkland and throughout Northeast King County struggle with food insecurity and many more face challenges in accessing healthy food. As such, we would strive to direct a portion of produce to the Hopelink Food Bank and Emergency Feeding Program, as well as local senior centers and other community meal programs.

- **Increased community connection to, and utilization of, McAuliffe Park**—Seattle Tilth’s workshops, classes, community events and activities are designed to create a positive and welcoming environment for hundreds of families and individuals who come to enjoy McAuliffe Park each year.

- **Expanded socialization and recreational opportunities for seniors, people with disabilities and others**—A priority among our community engagement strategies is to reach out to and engage seniors, people with disabilities, and others for whom gardening could
provide a tremendous opportunity to get exercise, to remain active and to meet people and stay engaged. We have successfully piloted senior gardening and learning activities at many of our other community gardens

- **Enhanced educational opportunities for students**—McAuliffe Park has great potential to serve as a hands-on learning lab for hundreds of nearby elementary, middle and high school students. Towards this end, Seattle Tilth utilizes our *Teaching Peace through Gardening Curriculum* where students learn about ecology, where food comes from, and the food waste cycle through fun, interactive garden stations. We envision the park as a field trip destination for elementary school students, as well as childcare providers, home school groups and others. We would also provide more advanced learning opportunities for high school and middle school students.

- **Increased healthy food for children and teens**—Increased access to healthy food among children and teens is especially important given that more than 2,300 students at Kirkland-area schools currently participate in free and reduced meal programs (*Nourishing Networks*). Towards this end, an important public benefit would realized by expanding our Good Food Bag program for low-income families with children and by providing nutrition education and cooking classes with families through Community Kitchens Northwest.

- **Increased sense of ownership and stewardship for a wonderful community resource**—Seattle Tilth’s approach focuses on engaging and empowering local communities and to foster a strong sense of ownership. We recognize that McAuliffe Park is a beloved community treasure with an important place in Kirkland’s history. We also recognize that hundreds of community residents turn to the park to enjoy the woods, the gardens, the historic structures or just to have a quiet place to think and walk. We seek to deepen the connection among current park users, while creating new stakeholders who similarly feel a sense of ownership and stewardship of their McAuliffe Park.
• **Increased sense of community and spirit of volunteerism**—Community gardens and farms can only happen with a strong and committed corps of community volunteers. In fact, more than 500 community members regularly volunteer at the Rainier Beach Urban Farm each year. These volunteer experiences build a shared sense of purpose, a strong sense of community connection, and an enriched quality of life.

Finally, we seek to create new programming and improvements that help to realize the community’s vision for McAuliffe Park. In so doing, we seek to enrich and expand the park’s many offerings and to create an urban farm and environmental learning center that would make McAuliffe Park a regional model for a dynamic and innovative public space.

**E. Public Outreach and Engagement**

Engaging, including and involving neighbors, community members, stakeholders and partner organizations is a basic guiding principal for all of Seattle Tilth’s programming and operations. In particular, we recognize that an engaged and connected community is an essential underpinning to creating a sustainable food system and natural environment.

Recent examples that demonstrate our commitment to effective outreach is our work in establishing programming and engaging over 1,000 community members to take part in programs and activities at Rainier Beach Urban Farm and Wetlands. Similarly, our success at the Pickering Garden in Issaquah, where we are creating partnerships and working with community groups across East King County, also demonstrates our commitment to genuine community outreach and engagement.

Outreach and engagement will be especially critical in implementing and operating new programming at McAuliffe Park in that several years have transpired since the development of the McAuliffe Park Master Plan. And while the basic vision and program goals for the park may not have changed, it will be important to reconnect with community members, to outline our site development plans and implementation strategies, to hear their specific ideas and to enlist their participation.

Within our first 60 to 90 days on-site, we will convene a general community meeting at the park, at which we will outline our plans and engage community input and ideas. We will also
meet with a range of key stakeholders and community groups including McAuliffe Park P-Patch gardeners, Nourishing Networks Kirkland, Bastyr University, local school representatives, Kirkland Senior Center and others.

These initial community and stakeholder meetings will be especially helpful in fine-tuning our site development plans, establishing new partnerships, and increasing interest and excitement among community members. Once we are established on-site, we will continue to regularly invite community members to the park in order to discuss our progress in implementing our site plan and to exchange ideas and recommendations.

Moreover, we will continue to meet regularly with partner organizations and stakeholder groups, especially as we work to engage them in programs and activities at McAuliffe Park.

**F. Public Access to McAuliffe Park**

Seattle Tilth is committed to ensuring that McAuliffe Park is open and accessible to the public in accordance with City of Kirkland Park’s Department hours of operation and other regulations. Specifically, the public will have open access to learning and demonstration gardens during established park hours. Additionally, certain classes, workshops and garden and farm-based activities will be open and accessible to the public, and fee-based activities will be affordably priced to encourage broad participation.

We will also work with the City of Kirkland to ensure that on-site structures will continue to be available for community rentals and additional enterprise activities.

Through our programming and our site management, we will strive to ensure that McAuliffe Park is a welcoming, inclusive and accessible space for seniors, people with disabilities, families with small children, immigrants and refugees, low-income people as well as others who may
have special needs and life circumstances. Elementary school students together with immigrant elders, seniors alongside a corporate work party, seasoned P-patchers giving garden tips to local teens – this is the kind of diverse access and participation that will make McAuliffe Park a rich, thriving and successful project.

Seattle Tilth’s work at Rainier Beach — where we worked closely with park officials, neighbors and community residents to create reasonable access and security protocol— is an excellent example of our ability to ensure public access while addressing security issues. Similarly, we operate several other successful urban farms and community garden sites including the Pickering Garden, Rainier Beach Learning Garden, Good Shepherd Learning Garden and Children’s Garden, Bradner Garden, and other sites which are accessible, safe and welcoming to the public.
2. Design, Planning & Construction Management
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A. Capital Improvements Plan for McAuliffe Park

Seattle Tilth’s plan for capital improvements at McAuliffe Park reflects a measured and realistic approach that focuses first and foremost on site improvements that directly support and positively impact programming and activities related to gardening, garden education and food production. Additionally, our capital improvement plan is consistent with a pragmatic assessment of financial feasibility of capital expenditures as well as on-going operational costs. As such the specific capital improvements outlined below, as well as the timing for when improvements are made, are contingent upon the availability of public and private resources for renovation and/or new construction as well as partnerships that would be advantageous in generating funding for capital investments. Community input regarding needs and priorities will also help to inform our approach to site improvements.

Tier One Site Improvements:

The site improvements outlined below directly support activities related to gardening, garden education and food production. Though resource availability will determine the specific implementation timeline, our plan is to make the following Tier One improvements within the first one-to-three years of operation. Additionally, in making these Tier One improvements we would rely upon considerable in-kind contributions and volunteer labor.

- **Community Learning and Demonstration Garden**—This would be a small garden site, built in proximity to the P-patch garden. This space would include various garden elements including garden beds, organic vegetables, rain garden, compost area, edible perennials, cistern, native ornamentals and fruit trees. The community garden would also include irrigation, fencing, signage, pathways and potentially a greenhouse and other amenities.

- **Children’s Learning Garden**—Modeled after Seattle Tilth’s Children’s Gardens at Good Shepherd Center, this would be an engaging, fun and interactive garden area and could include annual and perennial vegetables, a sensory garden, an animal trail and wildlife
tunnel, giant kiwi vines, fruit trees, a container garden demonstration, worm bins, compost area and a gathering area/play area. Though our initial plan would be to build the children’s garden in the West play area, we would work closely with parks staff and community groups in determining the best location for this garden.

- **Production Farm**—Our site improvement plan includes a one- to two-acre production farm directly west of the P-patch in the large meadow area. The farm space would include fencing and irrigation as well as pathways for vehicle access.

- **Wash/Pack Station**—We would seek to create a modest outdoor station for preparing produce for distribution and sales at local farmers markets. Our plan is to locate the station in proximity to the production farm as well as the P-patch and community learning garden areas.

- **Market Stand**—Our Tier One site plan would include a modest market stand for on-site produce sales. Though we believe that the garage area could be a good location for the market stand, we would work with parks officials and other community members in determining the most advantageous placement.

- **Garage Area Tenant Improvements**—Seattle Tilth’s site improvement plan is to make modest tenant improvements to the garage area, thereby making it possible to convene garden classes during inclement weather. We would also propose to utilize the garage structure for office space for the on-site staff. As such, we would plan to make modest tenant improvements necessary for this space to accommodate these functional purposes.

- **Arboretum**—Our Tier One plan contains many of the enhancements to the arboretum as outlined in the McAuliffe Park Master Plan including tree labeling, planting new trees and walking paths.

- **Other Farm and Garden Improvements**—We would plan to maintain flexibility and openness to hear from, and respond to, ideas and input from community members regarding additional site improvements that relate to food production, garden education, natural habitat and enhanced community participation and stewardship.
Tier Two Site Improvements:

Additional site improvements as identified in the McAuliffe Park Master Plan would largely be contingent upon community partnerships, community needs and input as well as the availability of resources.

It should be noted that Seattle Tilth has effectively partnered with the City of Seattle Parks Department, the Seattle Parks Foundation, and neighborhood stakeholders in implementing an ambitious $2.4 million capital campaign for capital improvements at the Rainier Beach Urban Farm and Wetlands. Now in its final phase, we are on schedule to reach our capital campaign goal by August, 2014 and to begin construction in September, 2014.

We believe that the scope of the Rainier Beach Urban Farm and Wetlands Campaign is similar to the capital improvements identified in the McAuliffe Park Master Plan and we look forward to working closely with Kirkland City Staff and city officials and others in exploring options for implementing these additional site improvements and in assessing the funding feasibility for these capital improvements.
3. Financial Plan
3. Financial Plan

A. Seattle Tilth’s Detailed Financial Feasibility and Business Model for McAuliffe Park

In preparing this proposal, Seattle Tilth has created a McAuliffe Park budget (see Addendum A, page 39) and project matrix (see Addendum B, page 40), outlining our business plan for the implementation of this project. This matrix outlines anticipated investments and expenditures over a five year implementation timeline. As outlined in the matrix, we anticipate making an investment of approximately $234,075 in implementing garden education and farming programming at McAuliffe Park. Specific expenditures would be offset by earned income, contracts, program grants and other revenues.

The basic principles which drive this business plan include the following:

- **Community-Based Approach to Program Development**—Seattle Tilth’s business model starts with establishing relationships at the community level in order to understand community needs, identify and refine ideas for new programming, and build community support and buy-in. This approach ensures a high level of community ownership, and results in sustainable programming that reflects community values and interests.

- **Maximizing Community Resources**—Central to our business model is a strong element of community volunteerism and in-kind support. Such volunteer and in-kind resources provide a substantial supplement to our core investments.

- **Incremental Approach to Implementation**—We build programming in an incremental manner, committing to new investments in alignment with our capacity to generate sustaining revenue.

Seattle Tilth’s specific project matrix builds upon a core of committed resources upon which we can expand and enhance through community partnerships as well as a vigorous community-based fundraising effort.

B. Seattle Tilth’s Operations and Maintenance Plan for McAuliffe Park

Seattle Tilth will assume responsibility for operation and maintenance expense related to the portions of McAuliffe Park which we utilize for gardening and farming activities. In assuming these costs, we expect to decrease the City of Kirkland’s expenditures for park maintenance.

These expenses will be covered by fee-based classes, contract and grant revenues as well as other agency funding.
4. Corporate Organization
4. Corporate Organization

A. About Seattle Tilth

Seattle Tilth’s mission is to inspire and educate people to grow food organically, conserve natural resources and to transform local food systems in order to cultivate a healthy urban environment, a thriving economy and an equitable community. Since the organization was founded in 1977, Seattle Tilth has been a major force in educating the public about organic agriculture and sustainable growing practices. Each year, more than 35,000 people participate in our programming, which includes:

- Garden and nutrition education for adults, children and families.
- Operation of eight thriving community gardens and farms including Pickering Garden in Issaquah, Rainier Beach Urban Farm and Wetlands, Rainier Beach Learning Garden, Red Barn Ranch in Auburn, Seattle Youth Garden Works Farm at the University of Washington’s Center for Urban Horticulture, Good Shepherd Center’s Community Garden and Children’s Garden, and Bradner Gardens.
- Job training in food production and market development.
- Equitable food distribution for low-income families through the Good Food Bags project.
- Farm incubator and food distribution hub.
- Resource information and guidance through the operation of the Garden Hotline and the publication of several authoritative books and brochures on gardening, resource conservation and creating a healthier environment.

Seattle Tilth operates with a skilled and experienced staff of thirty-five full- and part-time staff and a force of more than 1,700 committed community volunteers. Our board of directors consists of fifteen dedicated people who represent a broad spectrum of backgrounds, affiliations, including the Kirkland community. Our annual budget is over $2.5 million and our annual audits demonstrate strong financial and management systems and controls.
It should also be noted that Seattle Tilth is a regional leader in garden education, food production and resource conservation, with programs that span all regions of King County. In particular, we have recently expanded our partnerships and programming in East King County, through our work at the Pickering Learning Garden and our Master Composter/Soil Builder Eastside Program and through collaborative efforts with King County’s Department of Natural Resources and Parks Department and with several Eastside municipalities.

B. Seattle Tilth’s Partnerships

Among Seattle Tilth’s core strengths is our ability to form and expand effective partnerships that address community needs and priorities while advancing our goals of a healthy, more sustainable food system and natural environment. In particular, virtually all Seattle Tilth programs and projects involve successful collaborations with local residents, community groups and civic organizations, public and private schools and other community partners. Seattle Tilth has been called upon to participate in several high profile food security and environmental initiatives and coalitions throughout King County and we have established strong, enduring partnerships with local government and major institutions including King County, City of Seattle Parks Department and Department of Neighborhoods, City of Issaquah, City of Bellevue, Seattle/King County Public Health, United Way of King County, University of Washington, Puget Sound Regional Council and more. We have also worked with the City of Kirkland in presenting gardening and composting classes over the past three years.

We have worked in partnership with community based organizations and coalitions such as Nourishing Networks, Healthy Communities Coalition, Puget Sound School Gardens Collective, Bastyr University, Healthy Active Rainier Valley Coalition, and many others. Additionally, we have initiated and trained a corps of several dozen community volunteers through our Master Composter/Soil Builder Program, including many volunteers in East King County.
Our success in developing and implementing the McAuliffe Park will require that we create and sustain strong and effective partnerships with the City of Kirkland as well as an array of community members, stakeholder groups, schools, and non-profit partners. We look forward to building positive and substantive relationships and partnerships among the many individuals, community groups, agencies and stakeholders in creating a thriving urban farm and learning center that is a regional model for innovative partnerships and community collaboration.

C. How Seattle Tilth Will Be Organized to Operate and Manage McAuliffe Park Farm

Seattle Tilth will operate and manage the McAuliffe Park under the direction and supervision of our executive director, Andrea Dwyer. Responsibility for the development and implementation of programs on site will be delegated to a team consisting of Seattle Tilth’s director of garden programs, director of environmental programs, and director of nutrition and cooking education. On-site operations, site development and community engagement and outreach will be coordinated by a dedicated staff person, together with support and participation from Seattle Tilth’s staff leadership as needed.

We would plan to dedicate staff for McAuliffe Park as we make site improvements and as we initiate new workshops, classes and children’s educational activities. Our staffing at McAuliffe Park will occur incrementally in relation to community needs and opportunities as well as the availability of funding and other resources.

Seattle Tilth’s executive director, finance director and community engagement team will also provide on-going management support for McAuliffe Park operations and activities. This would include budget and financial monitoring, fundraising and outreach and other areas that are vital to the overall success of the project.
5. Financial Submittal
5. Financial Submittal

Seattle Tilth’s Funding Plan for the Development of McAuliffe Park

Our resource development plan for initiating site improvements and new programming at McAuliffe Park will be guided by community needs and opportunities, development of partnerships, and the availability of sustainable funding. In particular, we draw from our successful experience in developing Rainier Beach Urban Farm and Wetlands as well as other farm and garden projects in outlining our approach to creating a funding plan for the development at McAuliffe Park. Some of the key sources of support include a mix of funding, partnerships and in-kind community resources as follows:

- **Funding opportunities**—Seattle Tilth will, to the greatest extent possible, work to expand our base of public and private support in order to secure funding for staffing for McAuliffe Park. We will seek to build upon existing funding relationships, and, where possible, develop new relationships with foundations, corporations and individual donors with a particular focus on funders with a regional, or Eastside perspective. We will also explore possibilities for funding among governmental partners including King County, State of Washington and federal United States Department of Agriculture programs such as the Community Food Projects grant.

- **In-kind and community volunteer opportunities**—As with other similar efforts, Seattle Tilth will rely heavily upon community volunteers and in-kind support for building out new garden areas and constructing cisterns, market stand, wash/pack station and other informal structures. Specifically, we will build upon existing relationships with community colleges, the University of Washington’s School of Architecture and Urban Planning, local design firms and others to recruit interns and volunteers for design and construction, while recruiting volunteers from the Kirkland community and mobilizing work parties from among our many volunteers and membership base for clearing land.
and preparing new garden beds. We will also work with Cedar Grove and other corporate partners to secure rich, healthy compost and soil for new gardens.

- **Creation of a Kirkland Parks Foundation**—We are especially excited at the prospect of a newly emerging Kirkland Parks Foundation that could serve as a mechanism for raising private funds to help support Parks’ priorities and needs, potentially including McAuliffe Park. The Kirkland Parks Foundation effort, led by a Seattle Tilth Board member and other Kirkland residents, is currently in the formative stages among civic and community leaders, and is potentially slated to launch in mid-2014.

A similar partnership between the Seattle parks Foundation and Seattle Tilth has proven to be tremendously effective in generating additional private and public support for $2.4 million in park improvements at Rainier Beach Urban Farm and Wetlands.

It is important to note that our implementation timeline for site improvements at McAuliffe Park will be contingent upon the availability of funding as well as the in-kind and volunteer resources outlined above.

### A. Seattle Tilth’s Funding Plan for the Operation of McAuliffe Park

Operations at McAuliffe Park, as with all other Seattle Tilth programs, will be funded and supported in the following ways:

- **Program Fees**—Seattle Tilth’s fee-based garden education classes and workshops generate a portion of revenue for program operations. As such, we would seek to use funds generated by McAuliffe Park-based educational activities as one revenue stream for on-site operations.
- **Government Contracts**—Overall, government contracts comprise some 20% of Seattle Tilth’s revenues and is an important component of our funding model. We would explore opportunities among county, state, federal and municipal agencies to initiate educational and service contracts to support programming at McAuliffe Park.
- **Community Support**—Sustained involvement among community volunteers is a...
driving element of all Seattle Tilth programming, and will be critical to the operations at McAuliffe Park. Similarly, sustained involvement among corporate and business partners for items such as soil, tools and other operational support, will help to address a modest, though important, portion of our operational needs.

- **Philanthropic Support** — All program operations rely, to some degree, upon community donations, foundation and corporate support. Towards this end, Seattle Tilth currently generates well over $1 million annually through such philanthropic efforts, upon which we would seek to expand through new partnerships and connections related to our work at McAuliffe Park.

We do not, at this time, anticipate securing financing for our site development efforts at McAuliffe Park.

### B. Timing and Contingencies of our Funding Plan

Seattle Tilth’s intent is to initiate core programming and to make Tier One site improvements within a five-year timeframe. More specifically, our implementation timeline for McAuliffe Park is similar to our timeline for Rainier Beach Urban Farm, Pickering Garden and other Seattle Tilth farms and gardens in that we will approach implementation in a measured, incremental manner. Our implementation timeline is largely contingent upon community needs, volunteer and in-kind involvement, partnerships and funding availability.

This measured approach to developing McAuliffe Park makes it possible for Seattle Tilth to initiate core programming while providing an opportunity to better understand community needs and priorities, build community support and participation, establish new partnerships, and identify and pursue emerging funding opportunities.

It should be noted that in using this approach, Seattle Tilth has experienced tremendous success in fully implementing a broad range of programs and accomplishing ambitious capital improvements at Rainier Beach Urban Farm and Wetlands. At Rainier Beach, funding opportunities that were initially unknown at project conception, developed and took shape as we worked with neighbors, community stakeholders and partner organizations to identify, prioritize and implement site improvements.
We feel similarly optimistic about opportunities and prospects for McAuliffe Park and we look forward to working with the City of Kirkland and to developing new partnerships that will make it possible to fully implement site improvements in a manner that reflects community interests and priorities for a vibrant and thriving McAuliffe Park.

C. How Seattle Tilth’s Funding Plan Would Generate Revenue for the City of Kirkland

At this time, Seattle Tilth cannot commit to generating revenue for the City of Kirkland through on-site activities at McAuliffe Park. That said, Seattle Tilth is somewhat unique among private non-profit organizations in that a portion of our annual budget is generated through fee-based classes, workshops and summer camps, as well as book sales, sales of curriculum and produce sales. We recognize that Seattle Tilth has a positive, respected and trusted brand as an authoritative regional resource that resonates with people throughout our community. And while we cannot commit to generating revenue for the City of Kirkland, we are amenable to working with City of Kirkland officials in exploring mutually beneficial revenue generating strategies.

Furthermore, we would be excited to explore a partnership with a Kirkland Parks Foundation, a “Friends of McAuliffe Park” group, or other civic entity whose goal it is to generate revenue for the City of Kirkland, including capital improvements and operations at McAuliffe Park.
6. Addenda
## Addendum A: Five Year Projected Budget

<table>
<thead>
<tr>
<th>Investment</th>
<th>Year 1-2</th>
<th>Year 2-3</th>
<th>Year 3-4</th>
<th>Year 4-5</th>
<th>Year 5-6</th>
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<td></td>
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<tr>
<td>Site Management &amp; Coordination</td>
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<td>National Service Member Youth Garden Works</td>
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<td>-</td>
<td>10,000</td>
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<td>Management &amp; Coordination</td>
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<tr>
<td><strong>Supplies &amp; Equipment</strong></td>
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<td></td>
</tr>
<tr>
<td>Program supplies &amp; gardening equipment</td>
<td>1,000</td>
<td>2,500</td>
<td>5,000</td>
<td>7,500</td>
<td>10,000</td>
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<td><strong>Total</strong></td>
<td>43,041</td>
<td>44,541</td>
<td>76,160</td>
<td>176,270</td>
<td>234,075</td>
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## ADDENDUM B: Program and Staffing Matrix for McAuliffe Park

<table>
<thead>
<tr>
<th>Program Element</th>
<th>Year 1-2</th>
<th>Year 2-3</th>
<th>Year 3-4</th>
<th>Year 4-5</th>
<th>Year 5-6</th>
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</thead>
<tbody>
<tr>
<td><strong>Site Management and Coordination</strong></td>
<td><strong>Staff:</strong></td>
<td><strong>Staff:</strong></td>
<td><strong>Staff:</strong></td>
<td><strong>Staff:</strong></td>
<td><strong>Staff:</strong></td>
</tr>
<tr>
<td></td>
<td>• .25 FTE site management</td>
<td>• .25 FTE site management</td>
<td>• .5 FTE site management</td>
<td>• .5 FTE site management</td>
<td>• .5 site management</td>
</tr>
<tr>
<td></td>
<td>• .2 FTE program supervision</td>
<td>• .2 FTE program supervision</td>
<td>• .2 FTE program supervision</td>
<td>• .2 FTE program supervision</td>
<td>• .2 FTE program supervision</td>
</tr>
<tr>
<td><strong>Program:</strong></td>
<td><strong>Community outreach and engagement</strong></td>
<td><strong>Community outreach, coordination of children’s garden development</strong></td>
<td><strong>Coordinate children’s garden build and development of production garden and market stand plans</strong></td>
<td><strong>Coordinate production garden and market stand build</strong></td>
<td><strong>Manage site operations</strong></td>
</tr>
<tr>
<td></td>
<td>• Volunteer recruitment &amp; supervision</td>
<td>• Volunteer recruitment &amp; supervision</td>
<td>• Volunteer recruitment &amp; supervision</td>
<td>• Volunteer recruitment &amp; supervision</td>
<td>• Volunteer recruitment &amp; supervision</td>
</tr>
<tr>
<td><strong>Garden Education</strong></td>
<td><strong>Staff:</strong></td>
<td><strong>Staff:</strong></td>
<td><strong>Staff:</strong></td>
<td><strong>Staff:</strong></td>
<td><strong>Staff:</strong></td>
</tr>
<tr>
<td></td>
<td>• .25 FTE garden educator</td>
<td>• .25 FTE garden educator</td>
<td>• .5 FTE garden educator</td>
<td>• .5 FTE garden educator</td>
<td>• .5 FTE garden educator and national service member</td>
</tr>
<tr>
<td><strong>Program:</strong></td>
<td><strong>Training and support for current p-patch gardeners</strong></td>
<td><strong>Garden training</strong></td>
<td><strong>Provide garden training, expanded series of classes and coordination of children’s garden</strong></td>
<td><strong>Garden training, expanded series of classes and coordination &amp; maintenance of children’s garden</strong></td>
<td><strong>Garden training, expanded series of classes and coordination &amp; maintenance of children’s garden</strong></td>
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<tr>
<td></td>
<td><strong>Program:</strong></td>
<td><strong>Program:</strong></td>
<td><strong>Program:</strong></td>
<td><strong>Program:</strong></td>
<td><strong>Program:</strong></td>
</tr>
<tr>
<td></td>
<td>• Garden training</td>
<td>• Initial series of garden classes</td>
<td>• Provide garden training, expanded series of classes and coordination of children’s garden</td>
<td>• Garden training, expanded series of classes and coordination &amp; maintenance of children’s garden</td>
<td>• Garden training, expanded series of classes and coordination &amp; maintenance of children’s garden</td>
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<td></td>
<td><strong>Program:</strong></td>
<td><strong>Program:</strong></td>
<td><strong>Program:</strong></td>
<td><strong>Program:</strong></td>
<td><strong>Program:</strong></td>
</tr>
<tr>
<td></td>
<td>• Garden training</td>
<td>• Expanded series of classes and coordination of children’s garden</td>
<td>• Garden training, expanded series of classes and coordination of children’s garden</td>
<td>• Garden training, expanded series of classes and coordination of children’s garden</td>
<td>• Garden training, expanded series of classes and coordination of children’s garden</td>
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<tr>
<td>Program Element</td>
<td>Year 1-2</td>
<td>Year 2-3</td>
<td>Year 3-4</td>
<td>Year 4-5</td>
<td>Year 5-6</td>
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<tr>
<td><strong>Food Production &amp; Garden Development and Market Stand</strong></td>
<td>Develop:</td>
<td>Build:</td>
<td>Build:</td>
<td>Program:</td>
<td>Program:</td>
</tr>
<tr>
<td></td>
<td>• Site manager engages schools and community in creating plan for children’s garden</td>
<td>• Create .25 acre children’s garden</td>
<td>• .5 acre production garden &amp; market stand</td>
<td>• Full implementation and operation of production garden, market stand and children’s garden</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop:</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>• Engage community in planning .5 acre production garden</td>
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<td></td>
<td>Program:</td>
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<tr>
<td></td>
<td>• Site manager coordinates operation of production and market stand</td>
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<tr>
<td><strong>Youth Garden Works</strong></td>
<td>Develop:</td>
<td></td>
<td>Staff:</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>• Site manager engages schools and youth service agencies in plans to create on-site YGW programming</td>
<td></td>
<td>• .75 FTE YGW manager</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• .5 YGW coordinator</td>
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<td></td>
<td></td>
<td></td>
<td>Program:</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Initiate core youth farm crew for farm production, market stand, and sales at local farmers markets</td>
<td></td>
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</tr>
<tr>
<td><strong>Cooking &amp; Nutrition Programming</strong></td>
<td>Develop:</td>
<td></td>
<td>Predevelopment:</td>
<td>Staff:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Site manager engages school and community in on-site cooking and nutrition programming</td>
<td></td>
<td>• Develop plans and cost estimates for expanded kitchen operations</td>
<td>• .5 FTE Community Kitchens educator</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Contracting:</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Initiate contract for expanded kitchen and classroom facilities</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Build:</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Build out expanded kitchen and classroom facilities</td>
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<tr>
<td><strong>Total Staffing:</strong></td>
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<td>.7 FTE</td>
<td>1.2 FTE</td>
<td>3.45 FTE</td>
<td>4.2 FTE</td>
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Addendum #1
Request for Proposals
McAuliffe Park Urban Farm Development and Operation
Job Number 06-14-PK

For this project, it is the City’s intent to execute its standard Professional Services Agreement with the firm selected for award of contract. With this addendum, a copy of the City’s Professional Services Agreement is attached and hereby included in the RFP as Exhibit C.

Acknowledge receipt of this addendum by signing where indicated and including this signed document with your proposal. Failure to acknowledge receipt of this addendum may disqualify your proposal for consideration for contract award.

Receipt of this addendum is hereby acknowledged: [Signature]

Addendum issued on December 20, 2013

Barry L. Scott, Purchasing Agent
Phone: 425-587-3123