

TIER 2 APPLICATION: YOLO COUNTY YOUTH DEVELOPMENT INITIATIVE

This page must be the first page of the Grant Application

Applicant Organization	Type of Organization	Federal ID Number	Physical Address
Three Sisters Gardens	Urban farming nonprofit	83-1875184	317 5th St, West Sacramento, CA 95605
Contact Person	Title / Position	Phone #	Email Address
Simren Kaur	Administrative Coordinator	916-730-4270	simren@3sistersgardens.com
Secondary Contact Person	Title / Position	Phone #	Email Address
Alfred Melbourne	Executive Director	916-291-8595	alfred@3sistersgardens.com
Region(s) Program Serves (if your program serves statewide and/or communities other than Yolo County please list here)	Business Sector that applies to your organization: (Private, Public/ Nonprofit)	Grant Amount Requested	Select one of the following which best describes the level of evidence or support for your project model: <input type="checkbox"/> Emerging Practice <input type="checkbox"/> Promising Practice <input checked="" type="checkbox"/> Supported Practice <input type="checkbox"/> Well-supported Practice
Yolo	Nonprofit	\$40,000	

Project Name	Which of the following best describes your Program? <input checked="" type="checkbox"/> Services to Youth <input checked="" type="checkbox"/> Youth Education <input type="checkbox"/> Behavioral Health <input checked="" type="checkbox"/> Employment related	If your program fits into another type of service please list below:	
Three Sisters Gardens Youth Leadership Development Program		Food security	

FROM TIER 1 APPLICATION

Abstract/Project Summary: Briefly summarize the proposed project using no more than 350 words to address each of the following points: 1) title of the program, 2) overall goals and objectives of the program, and the purpose or vision of your program in one sentence, 3) specific services that will be provided to meet the overall goals, 4) deliverables, 5) brief description of the specific population including the proposed number of individuals that will be served, 6) performance measures, 7) a brief statement of how the program will aid in the prevention of child abuse/neglect, and 8) brief description of how the program is considered primary or secondary prevention.

Three Sisters Gardens Youth Leadership Development Program aims to train future agriculture leaders from the West Sacramento area to become changemakers that are deeply invested in improving their communities. Our program provides a safe outlet for youth to build community with their peers and neighbors while learning skills to prepare them for a future agriculture career or another green job. We are actively fighting the school-to-prison pipeline that preys upon poor and working-class communities of color by offering a safe financial and social inclusion pathway.

We aim to have 20-30 justice system-impacted West and South Sacramento area youth complete our 12-week curriculum program. This program includes youth ages 16-24 and provides workforce development training, exposure to environmental and social good career pathways, and networking opportunities. Youth will be assessed at the beginning and end of the program to determine how their perspectives and preparedness changed around work, school, and their community. Through this program, we hope to create a strong community of care, a safe place for youth from diverse backgrounds, and a place to feel

grounded and connected to their community.

Section 1: Need for the Program (20 points)

1.1 Identify social, physical, economic and/or other problems impacting youth of Yolo County that need investment. *What Yolo Youth needs will be addressed by your proposed program, product(s), and/or service(s)?*

Broderick is a diverse, low-income neighborhood in West Sacramento, home to nearly 15,000 residents. According to Census data, nearly 45% of the community is under 200% of the federal poverty level. The neighborhood has been designated with gang injunctions for several periods, most recently from December 2007 to 2018. While intended to curtail the illegal activity of the “Broderick Boys,” the designation brought community stigma, youth curfews, enhanced sentencing for youth within the 3 square mile area, and few job opportunities for youth in the community. According to the Climate Vulnerability in West Sacramento report, their social vulnerability analysis showed that in Broderick “37% of adults over age 25 do not have a high school diploma or GED”, pointing to the need for mentorship to keep young people in school and alternative workforce development programs. As a community scarred by generations of hardships, accessible healthy activities, good nutrition, and positive social connections for youth are all needed. Additionally,

Since 2018, Three Sisters Gardens has been bringing community members together to grow food and change lives in West Sacramento, California, creating avenues for the community to access fresh, local fruits and vegetables grown in the neighborhood of Broderick in West Sacramento.

1.2 Describe the community you propose to serve. Include distinctive characteristics such as demographic statistics, ethnicity, median income, levels of educational attainment and other relevant details.

This project will serve the broader Broderick community, a qualified census tract. Broderick is a primarily low-income community comprised of many multi-generational households and single-parent families. With a substantial poverty rate, economic opportunities are limited in the area, and many people commute over 20 minutes for their jobs. There is a growing elderly population that is being supported by dwindling social security benefits that are not rising with the increased cost of living in California. Many residents receive Supplemental Nutrition Assistance benefits but lack access to healthy foods and transportation. Lifetime Broderick residents are at the mercy of landlords and the forces of gentrification as nearly ⅔ of residents are renters. Though high school enrollment rates are high, graduation and GED obtainment rates are low indicating a lack of support structures for youths ages 13-18. This project aims to impact low-income elders, poor and working-class families, and high school-aged youth to create a community-centric model for change.

1.3 Describe the needs, gaps, and services within the community you intend to serve. What asset gaps have you identified? How will your program address the needs associated with these gaps?

One missing need from the Broderick community is access to healthy food options. Though the Supplemental Nutrition Assistance Program (SNAP) decreases the cost barrier for purchasing nutritious food, it does not address the lack of access specific communities experience. The California Healthy Places Index indicates that Broderick is a transit-poor region where residents lack access to personal vehicles or public transit. There are few locations to purchase food within walking distance, and they do not carry healthy options such as organic produce. Our program addresses this need by providing low-to-no cost produce for the community grown by youth interns and volunteers from the area. Broderick is particularly vulnerable to the Urban Heat Island Effect, as identified and highlighted in the City of West Sacramento’s Climate Vulnerability Report. The lack of green spaces in the region exacerbates heat-related illness and hospitalization. With the looming risks of climate change, building infrastructure that promotes climate resilience is critical to protecting communities at the highest risk of experiencing the worst impacts. It is important to engage youth in the climate conversation because their futures are most at risk as the threat of climate catastrophe looms. Revitalizing and transforming sustainable food systems will be a key component of ensuring a stable food supply in the decades to come. Low-income BIPOC communities are already at the frontlines of the climate crisis so posing solutions within the community will ensure equitable access to resources.

Section 2: Impact on Yolo County Youth Needs (15 points) ¹

2.1 Identify protective factors that apply to your program and state how each will be addressed	
Protective Factors	<i>How will your program address these factors?</i>
Strong social supports	Each youth cohort becomes close knit through the course of our Youth Leadership Development Program. They are required to work collaboratively and form bonds with their peers through shared service.
Good mental, physical, and emotional health	Our Youth Coordinator builds in Social-Emotional Learning activities in addition to hands-on farming skills to foster emotional identification and regulation. Our outdoor activities are physical in nature and promote healthful living.

<p>Mentoring and support for development of skills and interests</p>	<p>Through engaging with our team, youth in this program will be exposed to different backgrounds and areas of expertise. Our team steps into support and mentorship roles for our youth Youth Leadership Development Program and engages closely with each cohort. Field trips and guest speakers allow for further networking and mentorship.</p>
<p>Opportunities for community engagement</p>	<p>By learning farm skills and contributing to growing food, youth are engaging with the community by providing nutritious food options for food-insecure families. Each cohort is invited to attend and work at the various free community events we host throughout each growing season.</p>
<p>Clear expectations for behavior</p>	<p>All youth in our Youth Leadership Development Program follow our Code of Conduct, which outlines expected behaviors during their time with us. Our staff monitor for any behavioral issues and follow a plan for addressing them early on. Continual patterns are addressed by our executive director and reluctance to change said behaviors results in dismissal from the program. Our staff ensures that they are modeling expected behavior.</p>
<p>Physical and psychological safety</p>	<p>Farm safety is taken seriously, and everyone is trained to handle tools. We have a strong culture of mutual respect and speaking up when something is not right. Immersing oneself in green spaces and community service promotes mental wellbeing and an emotional outlet.</p>

<p>2.2 Clearly describe how the proposed product(s), program, and/or service(s) will aid in the prevention of risk factors impacting Yolo County Youth.</p>
<p>Our program fosters a sense of community engagement and inclusion from the start. During youth cohort orientations, our Executive Director grounds the incoming participants in the ancestral strength they have behind them to shape a world they are proud of. From the beginning, youth are aware that this is more than a gardening program. They are learning a</p>

lot more than just how to grow food. An essential skill in and of itself, they will also learn how capable they are of transforming landscapes. Much like Three Sisters Gardens turning empty lots into food forests for the community, they too are capable of creating such change in their lives and the lives of those around them.

Through 12 weeks of working closely together, sometimes toiling in the elements, our youth cohorts form close bonds with each other as they weed, plant, and harvest. We see every element of farm work as a social-emotional learning lesson. The connection between weeding the land and weeding our minds is drawn as youth are walked through the example of ignoring feelings. When we ignore feelings and push them down without addressing the roots, much like weeds, they will continue to grow beneath the surface and become overwhelming. What could have been a short process of extraction becomes a much bigger project with larger consequences. Lessons like this will help cultivate a strong culture of psychological safety on and off the farm and the importance of tending to mental and spiritual health, in addition to physical.

These elements of our programming ensure that youth feel connected to each other and the broader fabric of the community. Shared support, mentorship, and having a positive impact on their neighbors will allow youth to feel more connected, engaged, and supported in Yolo County.

¹ This section invites applicants to address which protective factors the program will address. Proactive factors are positive influences that can improve the lives of individuals or the safety of the population to be served. Examples include but are not limited to: Conflict resolution skills; Good mental, physical, and emotional health; Success at school; Strong social supports; Problem-solving skills; Stable housing; Access to social, cultural and other desirable services.

Section 3: Theory of Action (20 points) ²

3.1 Describe the proposed program. Include explanations of any specific service-delivery models, or adaptations of existing models, and the frequency of service delivery.

Our Youth Leadership Development Program is planned to run 3 times each calendar year on a 12-week cycle. Through farm skills training, youth who complete our program grow their confidence, self-reliance, community connectedness, and appreciation for nature and food systems. Youth are expected to work a consistent weekly schedule to prepare for future workforce and academic expectations. Youth work up to 12 hours each week by completing 3, 4-hour shifts. In the summer season, we are able to support a younger cohort of middle to high-school-aged youth. In the fall and spring, we shift to support a transitional-aged cohort (ages 18-24) to expose them to alternative career or academic paths. Our model of scale involves bringing youth into our program, training them in basic farm skills, and building their confidence and leadership abilities so when they enroll in a second or third program cycle, they can demonstrate their leadership and mentor youth that are new. With adequate training

and development, youth will eventually be promoted to farm hands and farm managers.

3.2 List the proposed activities of your program.

- Hire a Youth Coordinator
- Update current Youth Curriculum
- 20-30 youths complete the 12-week program in 12 months
- Continually improve curriculum based on feedback

3.3 What are the anticipated outcomes and/or results of your proposed program?

- Our support staff can focus on farm duties and grow as much produce as possible
- Yolo County youth will be exposed to alternative career and education pathways by learning about opportunities through our program
- Rewarding experience for youth that gain both hard and soft skills

3.4 List the key performance indicators (KPI) of the proposed program. *How will progress be measured?*

- Number of youth applicants in each cohort
- % of youth that complete the 12-week program
- % of youth implementing a farm program
- Number of youth re-enrolling in a second (or third) 12-week cycle
- Number of positions held by youth within the organization
- Number of youth that consider agriculture careers or education after completing our program

3.5 Using the activities, results, and KPIs described in 3.2; 3.3; and 3.4, develop and attach a logic model.

Yolo Youth Commission:
RFP 2023 COHORT 1

Inputs	Outputs			Outcomes		
	Activities	Completion Dates	Participation	Short-Term	Medium-Term	Long-Term
What resources will we use?	What will we do to meet our goal?	When will this activity be completed?	Who will complete this activity and who will be impacted?	What will happen immediately as a result of this activity?	What will happen in one year as a result of this activity?	What will happen in three years as a result of this activity?
YEA! Grant Funding	Hire a Youth Coordinator	November 2023	-Executive Director & Administrative Coordinator will complete this activity -Remaining staff will be able to increase their capacity	Staff will be able to focus more time on their primary tasks and offload youth program activities	The Youth Leadership Development Program will grow and become more established as a pillar of the community.	Local government will see the effectiveness of this programming on education, crime, and the local economy. They will be convinced of its efficacy and dedicate funding towards similar endeavors.
Youth Coordinator (0.5 FTE)	Recruit, onboard, mentor, and oversee youth program	October 2024	-Youth Coordinator will complete this activity -Youth Cohort will be impacted	10 youth employed, gaining workforce experience and career exposure	Youth will consider alternative career and educational pathways in sustainable food systems and other green jobs.	More young people enter the aging agricultural industry and implement widespread sustainable practices for protecting the future of our food supply.
Exit Interviews & Surveys	Improve the Youth Leadership Development Program to make it engaging and relevant for participants	October 2024	-Youth Coordinator will complete this activity with support from the remaining staff -Future Youth Cohorts will be impacted	Youth cohort have a rewarding experience in which they gained hard and soft skills	Youth become more engaged and aware of the needs in their communities	Young people are inspired to make the changes their communities need by offering unique solutions that address root cause issues.

(Larger copy attached in email)

3.6 Explain why your logic model and proposed program will be effective for the youth of Yolo County.

Our program has already demonstrated efficacy for the youth of Yolo County. Pilot runs of the curriculum have had tremendous benefits on the youth who have completed our 12-week program. This model works and we are looking for the opportunity to strengthen and expand it to reach more Yolo County youth. By increasing the support we can offer youth through this program, we can have a more profound and larger impact on the broader Yolo County demographic.

² For the purposes of this grant application a Theory of Action is a research informed explanation as to why and how your proposed program will be effective.

Section 4: Engagement (10 points)

4.1 Describe who will be most affected by your proposed program and provide the number proposed to be served.

Youth ages 14-24 would be most affected by our program. We anticipate directly impacting at least 30 youth in this age bracket who complete our transformational program in this grant year. Their families and Yolo County community members will be indirectly impacted by this program through their service.

4.2 How will program participants be engaged or recruited?
Program participants will be recruited through our mailing lists, social media, and sharing our program flyers with our network. We have had a high demand for our program in the past using these means and anticipate a broader response with a Youth Coordinator who is directly performing outreach to these groups. Interested applicants are directed to complete a form on our website that will collect pertinent information about them.

Section 5: Evaluation (15 points)

5.1 How do you propose your program be evaluated? Please attach a copy of any evaluation forms and protocols you would like to be used.
We will improve our evaluation forms to reflect some of the proposed KPIs. We have our youth cohort members complete a Google Forms survey at the end of their 12-week program cycle. We will also be conducting exit interviews to obtain more detailed feedback. Program Evaluation Survey : https://forms.gle/PrDYEZsL7z6cvJpv8

5.2 What data-gathering activities will be used to measure program effectiveness at achieving the associate KPIs? (For example, observations, interviews, surveys, etc.)
We will use surveys collected through Google Forms and exit interviews to measure the youth-reported KPIs, timesheets for tracking hours and program completion,

5.3 If applicable, provide the representative(s) responsible for data collection, analyses, and reporting results to YCOE.
Our Youth Coordinator will be working in close conjunction with our Administrative Coordinator to collect and analyze data as well as report results to YCOE.

5.4 Show the timeline for program services and evaluation activities for the first year of service.		
Activities	Expected Completion Date	Responsible Party(ies)
Hire Youth Coordinator	November 2023	Executive Director & Administrative Coordinator
Update program curriculum	December 2023	Youth Coordinator

Yolo Youth Commission:
RFP 2023 COHORT 1

Recruit first cohort of 2024	January 2024	Youth Coordinator
Implement revised curriculum with first 2024 cohort	April 2024	Youth Coordinator
Evaluate and revise program	May 2024	All staff
Recruit second cohort of 2024	May 2024	Youth Coordinator
Implement revised curriculum with second 2024 cohort	August 2024	Youth Coordinator
Evaluate and revise program	September 2024	All staff
Recruit third cohort of 2024	September 2024	Youth Coordinator
Implement revised curriculum with final 2024 cohort	December 2024	Youth Coordinator

Section 6: Capacity to Achieve Goals and Objectives (10 Points)

6.1 What is your organization's Vision Statement? Mission Statement?
Three Sisters Gardens' main goal is to give back to the community by inspiring and empowering youth through gardening. Like the Three Sisters legend of companionship planting, Three Sisters Gardens believes that our communities can begin to heal and thrive when all components, the youth, adults, and elders, are working together as one.

6.2 Provide evidence of the organization's fiscal responsibility and accountability in program administration.
In the last year alone, Three Sisters Gardens has managed and reported on over \$500,000 worth of grant funds. Our Administrative Coordinator is crucial in grant management, tracking, and reporting. In the past 6 months we have hired an accounting firm to closer monitor our financial records and perform essential bookkeeping duties to streamline our accounting processes. Three Sisters Gardens continually fulfilled grant objectives and improved processes for any objectives that were missed.

<p>6.3 Attach brief job descriptions and/or biographical sketches for each position to be involved with program services delivery.</p>
<p>The Youth Coordinator reports to the Executive Director and is responsible for recruiting, onboarding, training, and offboarding each youth cohort. They will supplement the existing Youth Curriculum with Social-Emotional Learning activities and work with the Farm Manager to conduct farm skills training. They will be responsible for communicating with the youth cohort to ensure that they are aware of each working day's location and tasks. Youth Coordinator will mentor and advise the youth cohort through each 12-week period and implement improvements into the curriculum based on cohort feedback.</p>
<p>Farm Manager - John Palagud is the farm Manager of Three Sisters Gardens. He was born in the Philippines but grew up in the Sacramento area. He is an immigrant, a descendent of farmers, and a graduate of UC Davis with a major in Sustainable Agriculture and Food systems (emphasis on soil science). As the farm manager, he has had the opportunity to work with the youth interns on a day to day basis, seeing how this program has given them a positive influence and how they have changed over the years that has known them.</p>
<p>Assistant Farm Manager - Kat Burce is our Assistant Farm Manager and a first generation child of Filipino immigrants. She transitioned to land stewardship teaching youth and community the importance of connection to what we consume after witnessing the effects our food system had on the overall health of her patients, working in the medical field for nearly a decade. A descendant of rice farmers, she was born and raised on Guam where she had deep connections to the land and now resides on Nisenan land.</p>
<p>Farm Hand - Sam Ramos is a lifelong Broderick resident who began working at Three Sisters Gardens as an intern in our Youth Leadership Development Program. He was hired as a part-time Farm Hand as a result of his commitment and dedication to the program. He currently helps train new interns and manages neighborhood distribution at our weekly Free Farm Stand.</p>
<p>Executive Director - Alfred Melbourne, a registered Fort Peck Lakota Sioux and lifelong resident of Broderick. Alfred was inspired to create Three Sisters Gardens after being incarcerated and realizing that youth in his community needed and deserved more opportunities for success. Starting all on his own in 2018, he recruited a team of dedicated volunteers-turned-staff to grow from 1 small farm site to 4 in 3 short years.</p>
<p>Administrative Coordinator - Simren Kaur is our Administrative Coordinator who works remotely from unceded Kumeyaay land (San Diego, CA). She grew up in Sacramento and is a first-generation child of Indian immigrants and a descendant of farmers. As a community organizer with the Sunrise Movement, she understands the importance of centering and uplifting the work of BIPOC organizations in movement building. Her previous nonprofit experience has helped our team formalize our programs and procedures, apply for grants, and improve our tracking and reporting systems as we grow.</p>

6.4 Describe any additional resources that will be used in conjunction with proposed funding such as supplementary funding, volunteers, donations etc.

We will use existing grant funding to pay wages to our supporting staff and a portion of our youth stipends. We have over \$25,000 secured in youth stipend funding for the next year. Our remaining grants fund the rest of our organizational expenditures. Support from volunteers improves our staff's capacity in between youth cohorts. We are actively working to grow profits from produce sales to local restaurants to subsidize our programming activities.

We will continue to apply for grants to support any funding gaps and expand our programs.

6.5 Will any collaborative partner(s) be involved with the proposed program? If so please list their respective organization(s), titles, and contact information.

N/A

6.6 List any accreditations, certifications, and awards your organization has achieved.

N/A

6.7 Explain how the proposed program will be sustained beyond this funding cycle.

This program will be sustained by additional grant funding, donations, and profits from produce sold to local restaurants. We are continually applying for grant funding to sustain and expand our programs in addition to multi-year commitments from large donors.

Section 7: Project Budget (10 points)

Note: Please reserve requests for Yolo County Youth Commission funds for services to Yolo County Youth. Administrative/Indirect costs should not exceed 10% of the requested funds.

7.1 Develop a budget narrative that describes the specific costs and expenses associated with the proposed program.


We plan to use \$25,000 of grant funding to hire a Youth Coordinator to lead our Youth Leadership Development Curriculum implementation. \$9,216 will be directed toward 4 Youth Stipends for \$16/hour throughout the course of the 12-week program with a maximum of 12 hours/week. \$1,784 will be used for farm supplies such as tools and safety gear, binders and

Yolo Youth Commission:
RFP 2023 COHORT 1

printed curriculum materials, Three Sisters Gardens work t-shirts for program participants, and snacks for the workdays with occasional farm-to-fork lunches prepared by our chef.

7.2 Attach detailed calculations for the specified items such as salaries and other expenses aligned to the budget narrative.

Youth Coordinator Salary - \$25,000 (\$50,000 @ 50% FTE)
 Youth Stipends - \$9,216 (\$16/hour for 4 participants at 144 hours/12-week cycle)
 Program Supplies - \$1,784 (individual tools, safety gear, binders & printed materials, snacks and lunches, work shirts)
 Administrative/Indirect costs - \$4,000 (10% of requested funds for administrative work related to program implementation, tracking, and reporting)

Signature of the Representative	Title/Position	Date
 Simren Kaur	Administrative Coordinator	9/8/23

Board President/Executive (print or type name)	Date
Alfred Melbourne	9/8/23

Inputs
What resources will we use?
YEA! Grant Funding
Youth Coordinator (0.5 FTE)
Exit Interviews & Surveys

Outputs		
Activities	Completion Dates	Participation
What will we do to meet our goal?	When will this activity be completed?	Who will complete this activity and who will be impacted?
Hire a Youth Coordinator	November 2023	-Executive Director & Administrative Coordinator will complete this activity - Remaining staff will be able to increase their capacity
Recruit, onboard, mentor, and oversee youth program	October 2024	-Youth Coordinator will complete this activity - Youth Cohort will be impacted
Improve the Youth Leadership Development Program to make it engaging and relevant for participants	October 2024	-Youth Coordinator will complete this activity with support from the remaining staff -Future Youth Cohorts will be impacted

Outcomes		
Short-Term	Medium-Term	Long-Term
What will happen immediately as a result of this activity?	What will happen in one year as a result of this activity?	What will happen in three years as a result of this activity?
Staff will be able to focus more time on their primary tasks and offload youth program activities	The Youth Leadership Development Program will grow and become more established as a pillar of the community.	Local government will see the effectiveness of this programming on education, crime, and the local economy. They will be convinced of its efficacy and dedicate funding towards similar endeavors.
10 youth employed, gaining workforce experience and career exposure	Youth will consider alternative career and educational pathways in sustainable food systems and other green jobs.	More young people enter the aging agricultural industry and implement widespread sustainable practices for protecting the future of our food supply.
Youth cohort have a rewarding experience in which they gained hard and soft skills	Youth become more engaged and aware of the needs in their communities	Young people are inspired to make the changes their communities need by offering unique solutions that address root cause issues.