

Carrie Suplick  
Friends of Troy Gardens Final Paper

Friends of Troy Gardens is a non-profit organization that encompasses 26 acres containing a community garden, farm, children's garden, a prairie, and is currently building 5 acres of affordable housing. Although Friends of Troy Gardens is a private non-profit organization, it does receive public funds from the Department of Natural Resources and grants from private organizations. Troy Gardens is not a public organization based on Mark H. Moore's argument for public intervention but does have a public manager. First, Moore argues that if the economic scale is too large, the organization should be placed in the public sector. If the service is something that is valuable to the entire community but is currently unowned or unpriced the organization should become public. If there is a problem with distributing the service society can make it a "common problem." (Moore, 46). Friends of Troy Gardens can be evaluated by how much public value it creates because of its organizational structure of a board of directors and an executive director. The executive director was hired by the board of directors and she is in charge of distributing the private and public funds as well as policy decisions.

My experience with this organization for the summer was split between the children's education program in the garden and a non-profit aspect mainly working on the Savor the Summer festival. The goals for the internship were to understand the conditions of the north side that supports Troy Gardens, how a non-profit works, the value of gardening, and the success of Troy's public value. Mark H. Moore's *Creating Public Value* gave several functioning definitions of "public value" in order to assess Troy's achievements within the community. Friends of Troy Gardens is increasing their

public value based on Mark H. Moore's definition due to their innovative solutions to the north side through their evolving mission, an increasing mobilization of internal and external support, and the microcosmic success of its innovative kid's education program and Savor the Summer Festival.

Value is created in the "desire and perceptions of individuals" and thus it is important to understand the wants and needs of the north side community. (Moore, 52). The conditions of the North side of Madison created a niche for Friends of Troy Gardens to fill. The north side has a lower income population than other areas of Madison which has increased problems in the area. First, this part of the city did not have a grocery store that served them. The citizens were irritated that they did not have a close source of food. Pierce's grocery store was finally opened a few years ago to address this need although food scarcity is still a problem. There is a race relations issue within the neighborhoods due to the eclectic mix of community members that needs to be addressed. Due to the lower income bracket of most of the residents, healthy diets and lifestyles has been a challenge and the health of the residents has suffered. Opportunities for youth has been a significant problem due to lack of employment facilities and poor job preparation. Finally, open space was a concern due to housing developments lacking adequate outdoor space for enjoyment.

A bottom up approach was used by the community to deal with the problems within the community and was helped by the government to establish Troy Gardens with a conservation land trust, a community land trust and an anti-poverty trust. There are two bodies that manage the land the board of directors and the executive director. The 13 board members have ultimate input on decisions made at Friends of Troy Gardens. The

board has representatives from the land trust, the community members, the farm and natural areas. Sundee Wislow, the executive director, manages day to day policy and strategically implements the board's decisions. Sundee does have significant amounts of authority, but as part of FTG's mission as community involvement and decision making, the board does have final approval or denial of Sundee's implementation of policy and strategy decisions.

Friends of Troy Gardens driving force is its mission statement. The mission for the organization was set out in 2001 between a collaboration between Troy Gardens and the open land trust fund. Friends of Troy Gardens mission is to manage, steward, and encourage community members to care for and love the land. The mission is very broad and all encompassing which is hard to determine what policy decisions best fit the mission. Although this is not stated within the mission, the organization has moved in the direction of addressing the concerns of the north side. Thus the mission of Troy Gardens has grown from management to encompass connecting people to the natural world, encouraging healthy eating and lifestyles, and providing a place for democratic and inclusive leadership within the community.

Moore outlines the need for a mission and tangible ways to meet the organization's mission. Friends of Troy Gardens has specific programs in order to meet their mission. First, the 31 acres will be managed by staff and community members to allow for a healthy and productive site. The food that is produced on the farm will be sold at the north side and other local farmers market, to the CSA community farmers, and donated to plant a row for the hungry. Selling food produced at the farm lessens food scarcity and creates jobs for the north side teens. Developing education programs in

collaboration with the University of Wisconsin for children, teenagers, and adults in order to teach and encourage passion about gardening, the environment and leadership ability. Increasing membership, donors, and knowledge about what Troy Gardens has to offer is achieved with events like Savor the Summer Festival. Value is created from the implementation of the mission through individual programs at Troy Gardens.

The mission and goals of Friends of Troy Gardens is publicly valuable because they address public needs that are not being met. Food is not a private good but a public necessity and Troy Gardens provides a source for the north side neighborhoods. 70% of the 1,000 members of Troy Gardens are considered low-income and therefore the food, education, and recreation areas are of high public value to a community that cannot provide them on their own. The education programs are publicly valuable because they place at risk elementary and high school students in a program that teach valuable skills, provides mentorship, and an income. The high school students working in the Farm & Field program at Troy Gardens are gaining marketing, gardening, agricultural, and communication skills. Very few opportunities besides fast food restaurants are available to most of these kids. Many of the kids have no other alternative but to work and Troy Gardens has provided a job that provides job and life skills. Access to open areas and healthy living is a public need. Most of the residents that garden at Troy do not have the privilege of having a yard to garden or exercise in. The gardens provide an open space to walk, play and grow in. Troy Gardens has created substantive value by addressing the lack of resources within the north side community. (Moore, 71).

Due to the Friends of Troy Garden's mission of an inclusive community, the process of forming internal and external support for the project was very important and

included community members, other non-profits and government. Moore asserts that support for the organization is critical to prove “legitimacy that will be tapped to sustain society’s commitment to the enterprise.” (Moore, 71). Friends of Troy Gardens would not have accomplished what it has today without the mass amount of support from the community. The community is the group that is responsible for the day to day operations of the gardens. Volunteers are responsible for over 1,000 hours of maintaining the land a year. Many of the board members who are very influential and active in the organization are neighbors to the garden. The amount of internal support for the organization legitimizes that Friends of Troy Gardens is producing services that are publicly valuable for north siders.

The community involvement by the Board of Directors and the Committee members is what makes Friends of Troy Gardens operationally and administratively feasible. (Moore, 71). The Board of Directors ultimately reviews all decisions made by the committees and the executive director. The board, committees and executive director all making decisions fits the inclusive and community aspect of the mission to manage the Troy lands. Moore would argue that the individual committees, contribute more valuable activities to the organization than just the executive director or Board of Directors. Because they have a narrow focus, such as the communications committee in charge of all of Troy’s media output, they have a niche to specialize in. The decisions of the committees though must be approved by the board of directors and the executive directors. This makes the efficiency of decision making very difficult. Although Moore uses efficiency of production as a standard for measuring public value, for Friends of Troy Gardens it is more appropriate to the mission to have an inclusive community

approach to decision making regardless to efficiency. From Moore's perspective, Friends of Troy Gardens could create more public or private value if the organization became more efficient however this would deter from the mission.

Friends of Troy Gardens has also secured their mission by reaching out to external support in the form of local businesses that meet Troy's objectives. Many of the local gardening stores, grocery stores and restaurants support Troy Gardens monetarily or with donations. The truck that Troy uses to transport all of the produce to the farmer's markets was donated by Pierce's grocery store. Manna Café and Benvenuto's both gave massive gift certificates for prizes at the Savor the Summer raffle. Large grants are received from Starbucks and Home Depot. All of these supporters are significant because each organization some how plays into Friends of Troy Gardens mission statement. Pierce's, Manna Café and Benvenuto's are dedicated to providing food and jobs to north side residents like Troy. Starbucks is concerned with sustainable agriculture while Home Depot promotes gardening. Strategically, getting support from these businesses with similar interests to Troy Gardens increases their public value.

In guaranteeing the land trust, Troy Gardens utilized the power of the government as an external support to help legitimize their vision. Senator Fred Risser personally lobbied for the city to protect the space from residential development. The land trust would not have been past without the Senators support. Mayor Cieslewicz and Senator Risser both came to Savor the Summer Festival to praise Troy Gardens to show their support for the organization. Other political players that have pledged their support are the Dean of the University of Wisconsin Agricultural school. She has committed training, resources, funds and referred many interns to the Friends of Troy gardens

programs. With the UW partnership, Friends of Troy Gardens received the W.K. Kellogg Foundation Food and Society Initiative grant in 2002 for \$500,000. This grant shows the faith within the University and the Kellogg foundation that Troy Gardens is producing a public good and are economically supported for their societal contribution. All of these high ranking officials or institutions allocating their support demonstrate political sustainability an element of public value. (Moore, 71).

Another evaluation of increased public value is an increase in the Friends of Troy Gardens budget. The main sources of funds to the organization are grants through private and public means. As earlier mentioned, the Kellogg company has contributed a large grant to Troy as well as American Girl, Starbucks, Home Depot, and the Madison Area Land Trust to name a few. The gardens are also supported by the government funds through the Department of Natural Resources. The money from all of these programs makes Friends of Troy Gardens act like a public organization. Because these are public funds, Troy Gardens must use the funds in accordance with the agreement made to the contributor. It seems similar to the state and federal relationship of funding. The state receives funding from the federal government as long as they comply to certain wishes of the federal government. The kid's gardening program parallels the state and federal relationship because it only receives funding if it can follow the guidelines of educating a certain number of low-income children. In both the state and Friends of Troy Gardens, the money has strings attached. Although Friends of Troy Gardens receiving grant money means less control over allocating the money, it does show public value by the increased amount in grants and proving legitimacy of the programs Troy provides.

As a testament to Friends of Troy Gardens innovation, Troy is increasing their own budget through new services sold to the community. A strategically important crop that Troy has begun to produce is the huitlacoche mushroom. Huitlacoche is a South American mushroom that is not grown anywhere else in Wisconsin. This allows Troy to have a niche in the market and increases their tangible products to the community. Another new crop besides huitlacoche is the sprout business. The farm is now selling sprouts and is increasing the production and distribution amounts over the next three years to increase profit. Besides these new developments, Troy has always sold the farm produce at the farmers market and to the Community Share Association (CSA) members for profit. Other means of sustainable income is membership dues for the 800-1,000 members of Friends of Troy Gardens. Adult education classes and workshops also are a source of income. The executive director is also working to look for private donors. Just this week the Aldo Leopold center donated \$2,000 after taking a tour of the Troy Gardens. The largest amount of earned funds comes from fundraisers which secure corporate sponsorships, and produce their own products for the community. Friends of Troy Garden's goal is by the year 2010 to lessen their dependency on grants and become financially stable to run its own programs. The mission is Friends of Troy Garden's increasing their personal budget and decreasing their dependency on other private and public organizations increases their public value.

As any public or private institutions first priority is to maintain their organization, in order to continue the mission and vision of the institution. The budgetary goal of being self-sufficient by 2010 is a good example of how Troy Gardens is aiming toward this goal. The large body of decision makers in hierarchical order, the board,

executive director, and the committees is another example by engaging as many people in the decision making process. This means that there is already a larger base of support that is invested in the organization than just an executive director. Continuously improving the concrete results of the organization will help to prove the public value and thus the reason for existence. Troy Gardens has demonstrated this in a number of ways: through 4 elementary schools and 3 community centers involvement in the elementary education program, 17 participants in the Farm & Field high school education program, continued agricultural growth, the addition of 30 units of affordable housing, the increased budget, and a very low staff turn-over rate, and most importantly the increased participation of the public.

A microcosm analysis of public value at Troy Gardens is my experience within the Kid's Garden education program and Savor the Summer Festival. The Kid's garden program taught 4 groups of elementary school groups and community centers. Some of those groups include Vera Court community center, Kennedy Heights elementary school, and Lindberg Elementary school. The kids were 3<sup>rd</sup> to 5<sup>th</sup> graders and came to the garden once a week. Their education program included: planting their own vegetables and flowers, learning how to take care of plants and what they need to grow, creating earth art, being exposed and learning about outdoor wild life. I was learning how to garden and teach elementary school children throughout this process. Although these activities seem straight forward and simplistic, their affect on me and the children makes them purposeful one of Moore's criteria for a positive public value.

Engaging the kids in the garden was the first purposeful aspect of the kid's gardening program. As mentioned earlier 70% of the kids in the program are from low-

income families that mainly reside in community centers or apartments neither of which have yard space. It was astonishing to see that this was the first time for many of these kids to play in the dirt. They were afraid, scared, and bewildered at first by the garden. Bugs and getting dirty, something most children participate in, was not something these kids had not experienced. I was shocked because I have never seen kids that have not played in the dirt before. Most of the kids were use to playing video games and watching TV. Although the garden was a new experience for them, the kids enthusiastically engaged with the planting, our chickens, and the interns and director.

They were concerned about how their plants were growing and making sure they took care of them properly. These activities included watering, mulching, composting, and picking potato beetles in order to protect the potatoes. Kids engaging in the garden is of public value for several reasons. Interacting with the environment is an educational activity that is interactive with others, nature, and is productive. It provides a positive activity instead of TV or video games. It also provides the kids with a gardening skill that they can use throughout their personal lives or careers. The kids noticed themselves and so did I that gardening is enjoyable, creates responsibility and is therapeutic. Society benefits from this because it helps shape a young and impressionable child into a citizen that can better contribute to society.

The Kid's education program also addressed public value because it addressed healthy eating. The north side community has exhibited, along with the rest of the United States as a whole, that they have lack of healthy eating habits and health in general due to a lower income status. The kids were able to take fresh vegetables that they grew home with them to eat. There is a certain joy out of eating something that one

personally created that cannot be replicated. We also emphasized to the kids what healthy eating is and why it is beneficial to one's health. The older high school kids in Farm & Field made healthy food with fresh organic ingredients every other week so they could make healthy food, enjoy cooking, and see the fruit of their labor. Education and money to afford healthy eating are needed to understand the benefits. Troy Gardens provides a healthy learning environment and nutritional sustenance to kids on the north side that normally would not receive this. Child obesity leads to adult obesity and health problems putting an unnecessary burden on the health care system. Troy Gardens meets the demand to educate and provide nutritious food to kids with the goal of creating public value in a healthier community.

Another aspect of the Kid's education program and all of the gardens is that it reduces the lack of social capital. Robert Putnam discusses the problem of "bowling alone" or the decline of American's social capital. Americans in general are spending more time alone and not engaging in community activities. This weakens community ties and bonds. Part of Troy's mission is to have an inclusive and politically active community. The kids engaged with other kids their own age and also with the Farm & Field youth who were high school age, the college interns, and the director. I noticed in the garden that the kid's social skills, communication, and interactions improved dramatically. Troy also provides the younger kids and especially high school students have access to the board of directors which are all active and distinguished members of the community. Furthermore, Troy has a membership database of 1,000 members for kids to draw resources from. The amount and quality of resources such as networking

possibilities, and the kid's interpersonal skills improvement demonstrates public value created at Troy Gardens.

The kids were also exposed to an ethnically diverse crowd. The north side and Madison in general has race relation problems. Our program mixed different kids and different staff members so that they all got along and socialized well. Exposing kids to an eclectic mix of people at a young age should bring some relief to the race relation issue. Not only were the kids interacting with other students they also interacted with older students and adults. The Farm & Field program worked on encouraging leaders within the garden setting. This meant that once a week, one to two of the high school students who demonstrated responsibility and leadership got to lead part of the elementary school program with the interns. Part of their favorite experience on the job was to guide the children. They acted as mentors and good role models for the younger children. My experience in the garden was that the interactions in the natural setting were much less racially, economically, and age restricted. The garden education programs were publicly valuable because they introduced a higher level of diversity than in their public schools, and it provided a leadership and mentor program to help the children succeed in society.

The garden provided a space for the children to be creative and learn problem solving skills. We heavily focus on developing the kids' imaginations by doing art earth projects. The kids made their own sculptures out of pieces from the garden. The favorite activity was the mosaics that the kids designed that will become a part of the new fence around the kid's garden. In terms of problem solving, we strategically ask the kids questions about how they should take care of their gardens. They are asked to think

about how they should deal with a parasite that is eating their potatoes. Even something as sharing supplies with each other and facing the problems of tragedy of the commons in a community garden and supplies is an important lesson. Although the kids did not always come up with the right idea, they could identify the problem and begin to think of possible solutions. Moore discusses the qualities of someone that will make a successful public manager as someone that is imaginative, passionate, and has problem solving skills. (Moore, 293). Therefore, Troy Gardens is cultivating skills that will make better leaders and managers of our society. The kid's garden and Farm & Field education programs are of public value because they are building strong imaginative and problem solving transferable skills that can help them in school, a profession, or society in general.

The garden proved to be a therapeutic environment in which the kids and adults were able to escape their problems and reach emotional stability. Many of the kids discussed their dysfunctional home life. One of the girls that I became close with explained to me that her sister was living in a juvenile detention center because she broke a board over her sister's head. In another instance, one of the ten year olds always disrupted class and did not want to participate. She distracted the other children from participating as well. After a summer of attending the gardening education program, she became very engaged and focused the rest of the kids were affected in the same way. There were quite a few kids within the program that had stressful family situations. Troy Gardens did not solve the kids home lives but it did provide a therapeutic and stress-free environment. As a tangible result of the gardening benefiting their behavior, the kids outbursts decreased. Although Moore does not mention behavioral response, kids

connecting with nature, cutting down class disturbance, communication, leadership, and team work development definitely constitute as public value. Creating stronger skills and coping mechanisms for at risk children will make becoming a successful and well-adjusted person an attainable goal.

The education program tries to lessen the problems within the north side community while the Summer the Savor Festival had an upward focus which attempted to gain new membership outside the community. Moore describes a good public management strategy as one that is innovative. The festival is a new innovation that began last year. As the second festival, there was a lot of projected calculations and planning that had to be done. The festival had a few key goals. One was to spread the word about the Friends of Troy Gardens mission of the healthy eating, sustainable agriculture, the love of gardening, and community involvement. The second and vitally important goal was fundraising to fulfill the missions' goal of being self-sustaining by 2010. Third, was to celebrate all the amazing activities that Troy has.

Last year, Savor the Summer had around 700 visitors to the festival. This year's goal, based on last years numbers and the amount of publicity that we had, was 1,500 people in attendance and to raise \$11,000 pre-festival. The pre-festival sponsorship exceeded the calculated \$11,000 and actually brought in \$15,500. The day of the festival goal was \$5,000. When in fact day of the festival was exceeded and earned \$6,300. The scheduled line up included a blue grass band, the Kissers an Irish band, and the West-African drum ensemble. During which there would be food that related to gardening, ice cream, Hmong cooking demonstrations, kid's tent activities, hay rides, a raffle and tours of Troy's land.

In terms of calculation and success, Friends of Troy Gardens exceeded the expectation. The day of festival profits from the food, ice cream and drinks, and raffle was \$6,300. Therefore, the total fundraising event raised \$21,800 which was \$5,800 more money raised than expected. Moore suggests that one way to mark public value is whether the organization increased its budget and met its calculated expectations. According to that aspect of the definition, Troy Gardens increased its public value. However, I think that this is only the short term benefit of the value, the long term benefits of the festival are much more comprehensive to the mission statement. The exceeding of budgetary and attendance calculations attests to the fact that Troy produced public value with the Savor the Summer Festival.

Some of the other goals of the festival were to create a large festival that reached out to our current supporters and attracted new members. One of the major aspects of the festival was to build name recognition and consolidate many little festivals in to one large festival. This way the festival will only keep growing and attract more users and contributors to the land. All of the posters that Hannah and I strategically placed over the city were intended to draw people to the festival but at least to get people to see the name and possibly look up the website or visit the land. All of the promotional and marketing campaigns were focused on the people that have supported Troy Gardens in the past and people we would like to target for the future. The new audience was targeted to become members or buy homes. Last year, we had a large Latino population turn-out so we targeted Spanish speaking grocery stores and restaurants. There also were radio announcements on *La Movida* the Spanish speaking radio station. Many of the community gardeners are Hmong and so we marketed heavily toward that part of the

population as well. All of the community gardeners at Troy Gardens and the CSA share members were strongly urged to come. Community centers, all of our sponsors, all of the schools that we work with for the education program were contacted.

The new market that Troy Gardens was targeting as a source of new membership or donations was the east and west side folk that we narrowed down to gardeners or natural lovers and gourmet enthusiasts. Therefore, I placed posters on the capitol square and state street restaurants and anywhere that had high visibility or a family/community clientele. We also advertised to food magazines like Madison Magazine and the head of the MATC culinary school was the main chef for the side dishes at the festivals who marketed to her contacts. We also focused on other areas on the east and west side that focused on communities such as churches' and libraries'. The extensive media outlets that multiple people on the board of directors and interns participated in was the reason for doubling last years turn out. Mobilizing internal support for an intense campaign to build membership and celebrate Troy demonstrates public value.

Although the quantitative numbers for the festival turn out was great as well as attracting north, east and west side residents, more work needs to be done to attract low income residents to the festival. The diversity of the festival was not as diverse as the education program or community gardens. There seemed to be an abundance of Caucasian attendees. Although there were a number of Latino, elderly, and disabled attendees for which we had hoped for. Attracting a diverse crowd is part of Troy's mission of addressing race relations and providing sustainable agriculture and outdoor space to people who cannot provide it on their own.

After talking to many people at the festival I discovered that a lot of people found about the festival through the Isthmus or Northside News. This suggests that the publicity was successful. Many of the people that came had not been to Troy Gardens before. One of the main goals of the festival was to reach out to people that were not yet connected to Troy Gardens and cultivate a relationship. For next years turnout, Troy should focus on how to get the parents and kids of the neighborhood communities that participate in the kid's gardening , such as Vera Court and Kennedy Heights, to the festival. The large turn-out works to support Troy Gardens goal of continued growth of sponsors and donors which allows for public value to continue.

The festival promoted Troy Gardens vision of healthy eating to a mass audience. The food that was served besides the ribs, hot dogs, and ice cream was fruit and vegetables. The vegetables were grown at Troy's farm. The Hmong cooking demonstrations were healthy and strategically significant because it recognized the contributions the Hmong have made at Troy Gardens. Many of the community gardeners are Hmong and the interaction between the Hmong and the other nationalities within the garden and at the festival supports Friends of Troy Gardens mission of breaking down the racial divide.

The festival was also achieved the Friends of Troy Gardens mission of engaging the community in the garden space. Each person that attended the festival gained an understanding of what Troy does on a day to day basis. Not everyone can commit time to garden or volunteer on the Troy lands. The festival created value for those people that care about Troy and their mission but can only afford to spend a small amount of time on the grounds. All of the other activities at Troy whether it be volunteering, attending an

educational workshop class, or gardening in the community gardens consumes much more time than volunteering or attending the festival for a day. Savor the Summer festival was valuable for the public because it drew in a new and different crowd than those people that are already members of the organization.

Public value was seen in the festival participants enjoying themselves. There were many families that came and had a great time. The music, especially the Kissers and the West African Drum ensemble were something to enjoy and remember. The cooking demonstrations, tours and hayrides were very entertaining. The fact that the festival was free admission and parking with great entertainment especially for families demonstrates the public value created by Savor the Summer Festival.

The festival was a great test in proving that Friends of Troy Gardens is operationally feasible on only five staff members that are supported by interns and volunteers. The board members and interns were each in charge of a tent which got its delegated duties from the executive director. The rest of the support came from volunteers. All of the high school Farm & Field kids helped me and the other tents. The other support came from friends and family or our volunteer database. Mobilizing the internal support of the organization illustrates that the volunteers and interns find the festival of value. It was an amazing feat to see that the festival was successful at mobilizing support and thus creating a valuable experience for volunteers to participate in.

Although economic and mobilizing internal volunteer support has shown that the Savor the Summer Festival has created public value, it is necessary to look at whether Friends of Troy Gardens new promotional strategy is politically supported. Mark H

Moore contends that “If the new strategy [e.g. Savor the Summer Festival] attracts political support, if it attracts publicity, if it attracts volunteers, if budgets begin to increase, if new legislative sponsors appear...than the strategy begins to have some political bite.” (Moore, 93). Savor the Summer Festival was politically supported because Mayor Cieslewicz, Senator Risser, and the Dean of the Agricultural school. The Mayor came to thank the local businesses that sponsored the event and the kids in the education program who made the kid’s garden possible. I was able to get Senator Risser to come and speak since he supported the community land trust that Friends of Troy Gardens was founded on. His visit was important because he is a past political ally that had not supported Troy lately so his current support showed substantive value. The Dean of Agriculture came because Troy Gardens is supported financially and dependent on the University’s educational resources. Her presence gave Troy Garden’s agricultural programs substantive legitimacy because she is an expert in agriculture. As she is the new Dean of the Agricultural school it is significantly important that she supports Troy’s activities. As Troy Gardens is a private non-profit organization, it shows great political value to have support from the government and University by mobilizing external support.

As the microcosmic look at the kid’s education program and Savor the Summer Festival have proven to be high in public value, there are some factors that hinder Troy’s increasing public value. There is a limit to the amount of adaptability due to grant funds that operate on a year only basis. Moore argues that public managers should “seek, find, and exploit opportunities to create public value. Greater value by increasing their continuing capacity to respond and innovate.” (Moore, 211.) Troy’s largest imaginative

innovation to Friends of Troy Gardens is the 30 units of affordable housing on 5 acres of Troy's land. This is a new service that is responding to their mission's lower-income customers need for housing. Some of the units will be at market value to allow for a larger profit for Troy Gardens sustainability. Most of the properties have been claimed by families illustrating the value of this service for the north side community. This new addition furthers Friends of Troy Gardens mission from community engaging to community creating. Troy's latest innovation of affordable housing greatly increases their public value but due to the lack of secure funds from grants innovation needs to be more closely examined.

Although Troy has shown the ability to innovate despite fickle grant funding, they are vulnerable to environmental change due to their year to year grant focus. Most of Friends of Troy Gardens funding comes from private donors on a grant basis that extends for a year. The grants are focused on Troy Garden's mission of serving the lower income residents of the north side. If for some reason the economic diversity of residents changes on the north side, for example the lower income segment of the population moves, or escapes poverty, continuing to find funding could be very difficult. Currently, Troy Gardens does not have a plan in place if there is a change in demographics on the north side. Moore would argue that this could be a potential problem as well as just focusing on a year basis. The big picture is hard to keep in mind if one is only focusing on the current year. To ensure Friends of Troy Gardens survival, the organization should prepare a strategic plan if the environment of the north side changes.

Friends of Troy Gardens is an organization that has increased their public value based on increasing their mission to lessen the strains on the north side, mobilizing

external and internal support, and through the innovative kid's education programs and Savor the Summer Festival's success.

Works Cited

Moore, Mark H. *Creating Public Value Strategic Management in Government*. Harvard University Press. Cambridge: 1995.