

PROJECT DESCRIPTION

(1) The Community to Be Served and the Needs to Be Addressed

This Planning Project will conduct a feasibility study for the development of a cooperatively-run community supported agriculture (CSA) program managed through Tacoma Farmers Market (TFM), located in Pierce County, Washington. This project will serve and benefit Tacoma's low-income consumers, middle and upper class food consumers in metro Tacoma, and Pierce County's agricultural producers. The focus of this grant is to meet the food needs of Tacoma's low-income population through a comprehensive response to local food and farm issues.

Tacoma is located along Puget Sound and stands as the midpoint between Olympia, Washington State's capitol, and Seattle. With a population of 196,790, Tacoma is Washington's second largest city and also one of the most diverse (11.2% African American, 7.2% Asian, 6.9% Latino). While economically depressed from the seventies through the dot com bust, Tacoma has recently underwent an urban renaissance over the past decade: high tech businesses are relocating to Tacoma, the Port of Tacoma remains a dominant employer, providing 28,000 jobs, and office space availability in the downtown area is at 95% capacity. This economic boom has benefited many across racial lines as 14.8% of businesses in Tacoma are minority owned, a rate that is nearly six percent above the state's average. Housing prices in Tacoma have kept pace with this economic growth, increasing by 10-20% annually with the average home price in Tacoma currently at \$140,000.

Low-income community

Unfortunately, Tacoma's economic growth has left many behind. In 1999, 16% of Tacoma's population was below the poverty line, but that number does not tell the whole story. Poverty rates for families with children under 18 years old and under 5 years old were 17.3% and 21.6%, respectively. As illustrated in the chart below, the picture continues to look bleaker for families headed by a single mother. Under this scenario, families with children under 18 years old and under 5 years old were 35.4% and 49.3%, respectively. Nearly one in two children who are raised by a single mother in Tacoma live below the poverty line. The availability of social services could help to alleviate the troubles inextricably linked with these numbers. However, public assistance is not keeping pace with need: only 6.6% of Tacoma

Poverty Status in 1999 (below poverty level)	Number	Percent
Families with children under 18	4,500	17.3%
Families with children under 5	2,296	21.6%
Families headed by single mothers with children under 18	2,707	35.4%
Families headed by single mothers with children under 5	1,319	49.3%
Source: U.S. Census Bureau		

residents receive public assistance in the form of food stamps or other income. The availability of healthy, affordable food is one of the largest unmet needs.

Private charities, NGOs and the religious community run 25 food banks in Tacoma to address low-income food security issues. Through the Tacoma Farmers Market, local farmers contribute over 4,000 pounds of fresh produce to local food banks which adds to the canned goods and other foods distributed through the bank. Beyond food banks, Tacoma's low-income residents have limited access to affordable, healthy produce. To compound this problem, the cost of locally grown produce remains a barrier for low-income persons, particularly those who rely upon EBT or WIC to subsidize their food costs. Tacoma Farmers Market does accept these forms of payment, but often times it is not cost effective for this constituency to purchase raw produce, especially when considering the cost of canned or prepackaged frozen meals at local grocery stores. An additional problem is that access is often an issue as low-income single mothers often cannot logistically bring food home from food banks while tending to young children. As any mother would quickly point out, it is nearly an impossible task to travel, wait in line, and then carry two bags of groceries onto the bus with one or two young children in tow. A cost effective and simpler solution must be available to meet the food and nutrition needs of this population.

The feasibility study, which will involve interviews with food bank directors and low-income people, will determine how CSA shares could be made available to low-income people on a sliding fee scale. Moreover, the study will show how to cost effectively deliver produce to the CSA shareholder's home or place of employment as way to entice upper income customers to enter into the program and as a solution to the low-income access issue.

Farming Community

While the feasibility study's overriding goal is to meet the food needs of low-income people, the study also addresses the needs of Pierce County farmers, another population of low-income residents in Pierce County and, as illustrated above, a major donor to Tacoma's food banks. Involving Pierce County's agricultural producers is a necessary step to increase the self-reliance of Pierce County in providing for its own food needs and to promote a comprehensive response to local food, farm and nutrition issues.

Pierce County farmers have enjoyed a long and prosperous agricultural tradition, dating back to the late 1800s. New challenges to farmers, however, are threatening the economic viability of farming operations. Having been undercut by California producers and facing global competition, Pierce County farmers no longer have access to sell their produce at most local grocery stores. Moreover, the economic boom occurring along the Puget Sound is placing immense housing development pressure on farmlands. Faced with dwindling markets and escalating property values, many farmers are forced to make the seemingly logical decision to sell their farms to developers to stave off bankruptcy. Indeed new homes are quickly becoming the final crop on prime farmland.¹ For obvious reasons, this trend poses serious threats to the food security of Tacoma's low-income population.

¹ See illustrations in appendix comparing "improved parcels" within the county for 1950 through 2005 for a visual outlining the encroachment of suburban development on agricultural land.

Pierce County Council recently released and unanimously approved an Agricultural Strategic Plan. The plan notes that farming is not economically viable in the County, but that several steps could be taken to make it viable. To reach this goal, one of the report's objectives calls for the creation of a cooperatively run CSA. Following this recommendation, Pierce Conservation District conducted a marketing study and found Pierce County consumers would, and indeed *want* to buy local produce if purchasing the produce was convenient and identified as local.² We know what we need to do and we also know that there is demand for the product. A feasibility study will show us *how* to tie together the needs of low-income consumers and Pierce County farmers to create a win for food security, a win for the economic viability of farms and a win for the continued local production of food.

(2) The Organizations Involved in the Project

The Planning Project involves non profit organizations, low-income residents, a farmers market, departments from both state and local government, a regional agricultural marketing firm, two institutions of higher learning and local for profit businesses. This extensive network involves specialists from every segment of the local food economy. Descriptions of the organizations involved in the project, related project history, and the link that each organization provides to the food economy follows below. An * indicates that the organizations sits on this study's steering committee.

- ***Cascade Land Conservancy (CLC)**** is the lead organization for this Planning Project. CLC, an entrepreneurial land trust and smart growth planning non-profit, specializes in developing market-based solutions to resource allocation problems. Founded in 1989, Cascade Land Conservancy has worked with disparate groups throughout the Central Cascades, ranging from rural farmers to low-income housing advocates to advance this region's quality of life. CLC employs 30 full-time staff, all of whom are led by a voluntary board of directors primarily comprised of this region's business and social justice leaders. Well-informed businesspeople and community advocates serve as volunteer "County Trustees" to guide the organization's activities by connecting CLC's resources with the immediate needs of the communities that the organization serves. CLC is able to tackle diverse projects largely due to the skills and the experience that the board of directors and trustees impart to the talented staff. The scope of projects listed below displays the organization's versatility: since the organization's inception in 1989, CLC has conserved over \$500 million of land, developed market capacity expansion programs for farmers, created environmental educational programs for underserved youth, and worked with low-income communities to promote public health, just to name a few highlights.

Based upon CLC's proven ability to find middle ground and complete projects amidst politically heated situations, Pierce County Council asked CLC to examine agricultural-related issues throughout the County and to develop entrepreneurial linkages between Pierce County farmers and consumers. CLC is currently developing a \$20 million farmland conservation plan to secure the land base. CLC's partners

² See appendix for citations for Pierce County's Agricultural Strategic Plan and the Pierce Conservation District's Marketing Survey.

throughout Pierce County, CLC's board of directors and the organization's local trustees all agree that additional programs must be developed to promote comprehensive responses to local food, farm and nutrition issues. This grant will fund a feasibility study to further explore this issue.

CLC ties together all of the partners needed to make this project successful through knowledgeable staff leadership with oversight from the Board of Directors and trustees. Having worked on Pierce County agricultural and food issues for nearly 17 years, CLC also has the trust of the farmers, politicians, and other stakeholders needed to move the planning project from paper to a solution that works on the ground for low-income consumers.

- ***The Tacoma Farmers Market (TFM)**** is a non-profit organization that is operated by a volunteer Board of Directors, paid staff and an army of volunteers. The Tacoma Farmers Market opened the first market in 1990 with less than 30 vendors. Today the Market has swelled to well over 100 of the finest farmers, crafters and processors in Washington State. TFM is committed to using the Market as a means to provide access to fresh food to low-income shoppers. Each week hundreds of pounds of produce are collected at the Market and distributed to area food banks. All vendors are given the opportunity to donate, and many harvest a surplus each week specifically earmarked for food bank collection. Beyond food donations, TFM accepts Washington State EBT payments, Women Infants and Children (WIC), Senior Farmers Market Nutrition Program (FMNP) produce coupons. These coupons can be used by low-income residents, federal WIC clients and low-income seniors to buy fresh, unprepared fruits, vegetables, and herbs from farm vendors. TFM connects the produce with consumers in every economic stratum and has an established history of connecting produce with low-income consumers.
- ***Pierce Conservation District**** is a subdivision of Washington State government created to promote the conservation of renewable natural resources in Pierce County. A major focus of the Conservation District has been to secure an economically viable future for Pierce County farmers. This task involves securing the land base through CLC's farmland protection program and it also involves developing new markets for farmers. The Conservation District recently funded a marketing study, which found that steps should be taken to make it easier for consumers to purchase local produce. The Conservation District is interested in working with CLC to explore the possibility of developing a cooperatively-run CSA through Tacoma Farmer's Market as a response to consumer's desire to purchase locally grown produce.

In addition to this project, Pierce Conservation District has partnered with Cascade Land Conservancy on a variety of projects in the past. One of the largest project involved securing \$950,000 to purchase a 107-acre dairy farm. With this funding, CLC was able to restore critical off channel habitat for endangered salmon, while the Conservation District now uses the land a demonstration farm which is currently being used to exhibit new farming methods.

Pierce Conservation District connects farmers and public opinion materials to the project. In addition, the Conservation District has indicated an interest in funding the

creation of the CSA based upon the findings of the feasibility study.

- Five graduate students from *Seattle University's Business School* are volunteering their expertise on business plan design and business management. Their work will be managed by their professor, Dr. Paul Sommers, and the CLC's Project Director. Seattle University connects comparative business development research and business development expertise to the project.
- *Washington State University Extension, Tacoma** works to link farmers with consumers. Dr. Jennifer Harte, a WSU agricultural economist, has graciously volunteered to serve on the feasibility study's steering committee. WSU connects local farm resources and agricultural economics with the study.
- *Puget Sound Fresh** encourages consumers, wholesalers, retailers and restaurants to seek out and purchase locally-grown products through innovative marketing mechanisms. The program has effectively increased consumer preference for locally-grown products throughout King County by helping consumer identifying local products with a Puget Sound Fresh sticker or banner. This project will explore the possibility of expanding the program's activities to Pierce County to promote the CSA. Puget Sound Fresh connects and markets local produce to consumers.
- *Pierce County Economic Development Division** has sponsored multiple studies on the economic viability of Pierce County agriculture. The most recent report commissioned by the Economic Development Division is a document that guides the logic behind this grant and agricultural policy in Pierce County. The Economic Development Division is supportive of any comprehensive response to local food and farm issues that links agricultural economic development to larger social issues, such as low-income food security. The Economic Development Division connects the County's top economic advisors to the project.
- *Local Businesses/Restaurants* will be sought out during this Planning Project. These businesses and restaurants will be recommended by CLC's trustees and by CLC's partners with the hope that these for profit businesses will help to develop the CSA to meet their needs. The involvement of this constituency in the CSA will help to subsidize the CSA's efforts to distribute produce to low-income consumers at discounted cost.

(3) Project Goals and Objectives

This grant will fund a feasibility study that will determine whether a cooperatively-run CSA will develop a socially responsible food distribution network, promoting food security for all economic classes and the economic viability of Pierce County farms. Following below are specific goals followed by the respective objectives needed to reach each goal.

GOAL 1

Conduct a feasibility study to determine how to develop linkages between local farmers and low-income consumers to improve access to high quality, affordable produce through the creation of a cooperatively-run CSA managed through Tacoma Farmers Market.

OBJECTIVES

The feasibility study will outline how to:

- Subsidize the sale of locally grown produce to low-income consumers through the profits generated through the nonprofit and for profit food business partnerships (see GOAL 3).
- Promote the use of CSA to low-income consumer by accepting a variety of payments including: EBT (food stamps), WIC, and Senior Farmers Market Nutrition Program (FMNP) produce coupons.
- Determine how to deliver CSA produce to shareholders (single mothers, businesspeople, etc.)
- Continue Tacoma Farmers Market longstanding history of promoting donations of excess produce to food banks at no cost.
- Involve low-income residents in all phases of the Planning Project to ensure that the program works the target constituency.

GOAL 2

Expand the entrepreneurial activities of Tacoma Farmers Market and Pierce County farmers through the creation of a business plan for a cooperatively-run CSA managed through Tacoma Farmers Market.

OBJECTIVES

- Develop a business plan that will generate an economic impact for farmers through 70-85% of all CSA receipts heading directly to farmers.
- Develop a business plan that will outline how CSA receipts can cover all CSA overhead costs by developing a sustainable business model based upon other successful CSA peer groups.

GOAL 3

Link nonprofit food business, local and state government agencies and for profit food business during the cooperatively-run CSA feasibility study.

OBJECTIVES

- Engage all stakeholders, including nonprofit and for profit food businesses in the development of the CSA feasibility study
- Conduct outreach to workers in local Tacoma businesses to determine how to encourage this demographic to purchase CSA produce
- Engage relevant government agencies and elected politicians during the feasibility study to gain support for CSA

Justification of Goals

All of the goals directly address and tie into the USDA's Community Food Projects program goals. The goals also pose solutions to Pierce County and Tacoma's food, farm and nutrition issues. Once completed, the feasibility study's goals will:

- Clearly define what are the needs of low-income people and how to meet the needs
- Provide a clear path forward on how to create self-reliance within Pierce County's food systems by linking farmers to low-income consumers

- Outline a comprehensive response to the interrelated nutrition and farm issues facing the County
- Provide a path forward to implement a major strategy in Pierce County's Agricultural Strategic Plan
- Provide a marketing approach with proposed infrastructure that mutually benefits farmers and low-income consumers

Constituent Involvement

Addressing the needs of low-income consumers is the main focus on this planning project. The feasibility study, which will include a proposed business plan for a cooperative CSA, will be designed to make locally grown, healthy produce available to the target population. To ensure that the project works for low-income people, the planning project will involve this constituency at every step of the planning process.

(4) Activities to Achieve the Goals

- 1. Assess the food system: Determine strengths, deficiencies and need**
 - Interview representatives from low income consumers, food banks and other NGOs specializing in food security/community nutrition to determine how to encourage low-income involvement in the CSA
 - Interview and work with Tacoma Farmers Market to determine the Market's capacity and additional resources needed to manage a cooperatively run CSA
 - Interview farmers to determine how to profitably connect locally grown produce to the CSA
 - Interview Pierce County Council Members and Pierce County Economic Development Division to gain input County support for the project
 - Interview Conservation District, Puget Fresh, local businesses, local consumers and other partners/stakeholders to gather their input on the food system and how a CSA could be developed to meet the need as determined by the earlier interviews listed above
- 2. Case Studies: Interview CSA Peer Communities and other successful Community Food Project Award Recipients**
 - CLC's Project Director will manage five graduate students attending Seattle University's Business School. The students will research cooperative CSA peer communities and other successful Community Food Project Award recipients
 - The students will report the findings from the case studies through a report that outlines best management practices for cooperative CSAs that address low-income consumer needs
- 3. Compile findings to develop initial recommendations**
 - Cascade Land Conservancy will work a steering committee (outlined in organization's involved in the project) compile data from Actions (1) and (2) to develop an initial feasibility study report. This report will make recommendations on how Tacoma Farmers Market can develop a cooperatively run CSA that meets the project's three goals
- 4. Stakeholder review of initial recommendations**
 - Report findings back to stakeholders interviewed in Action (1). Request constructive feedback from stakeholders. Resources will be

dedicated to ensure outreach to and feedback from low-income stakeholders and NGOs representing the low-income stakeholders

5. Develop and present final feasibility study report based upon stakeholder review

- Develop and distribute final feasibility study report to stakeholders. With assistance from Tacoma Farmers Market, the feasibility will include a proposed business plan for the CSA
- Final feasibility study will address how Tacoma Farmers Market can develop a cooperatively run CSA *that meets the project’s three goals*: (1) Link local farmers and healthy produce with low-income consumers; (2) Develop an entrepreneurial program to address Tacoma’s food needs; (3) Link non profit, government and businesses resources to develop a comprehensive to food system issues

6. Develop a strategy to develop a cooperatively-run CSA based upon the feasibility study

- Meet with steering committee to develop a funding strategy to develop the CSA based upon the findings of the feasibility study

(5) Timeline

Cascade Land Conservancy will begin working on this project as soon is funding is available.

Months to Complete	Activity Completed within Timeframe
2.5	Activity (1). Assess Food System: Determine strengths, deficiencies and need
2.5	Activity (2). Case Studies: Interview CSA peer communities and other successful Community Food Project Award recipients
2	Activity (3). Compile findings to develop initial recommendations
2	Activity (4). Stakeholder review of initial recommendations
2	Activity (5). Develop and present final feasibility study based upon stakeholder review
1	Activity (6) Develop a strategy to develop a cooperatively-run CSA based upon feasibility study

(6) Relationship to Program Objectives

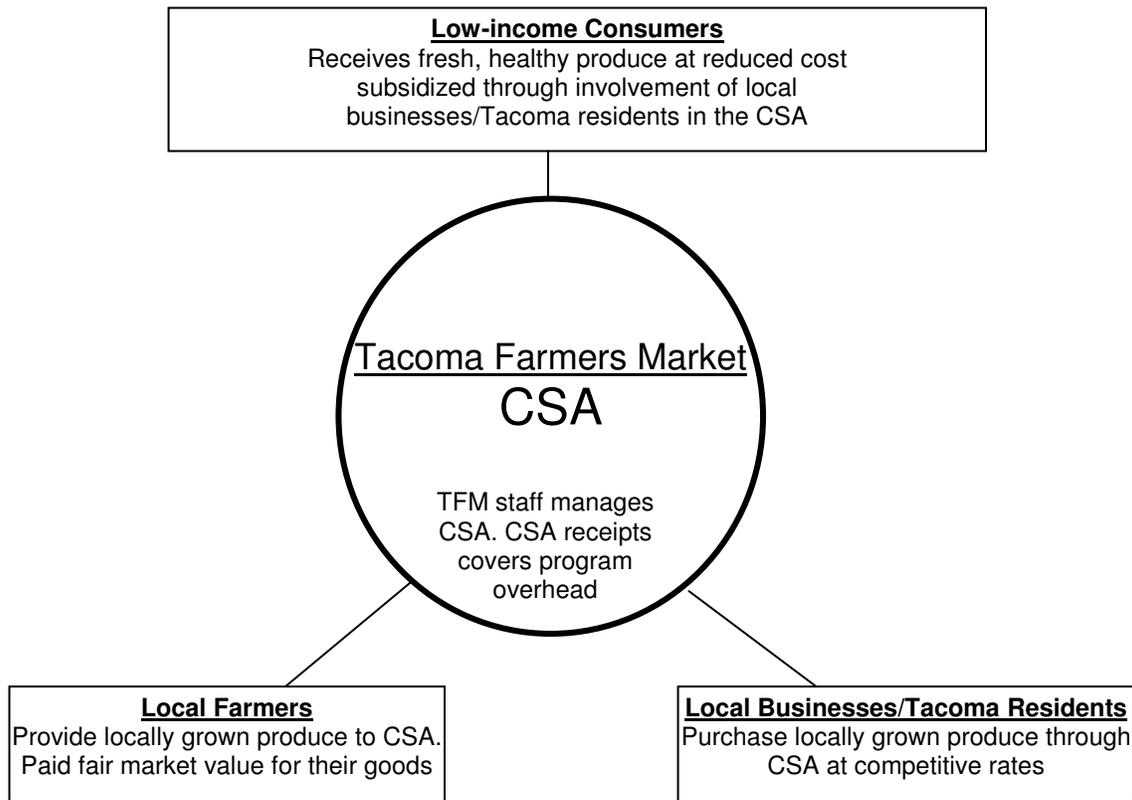
Meeting the food needs of low-income people

While there are several food banks in Tacoma that serve locally grown produce, Tacoma’s low-income residents have limited access to locally grown, healthy produce. To compound this problem, the cost of locally grown produce remains a barrier for low-income persons, particularly those who rely upon EBT or WIC to subsidize their food costs. Tacoma Farmers Market does accept these forms of payment, but often times it is not cost effective for this constituency to purchase raw produce, especially when considering the cost of canned or prepackaged frozen meals at local grocery stores. An additional problem is that access is often an issue as low-income single mothers often cannot logistically bring food home from food banks while tending to young children.

To meet the food needs of low-income people, the CSA feasibility study will determine whether the involvement of low-income consumers in the CSA could be subsidized by the participation of for profit food businesses such as restaurants, and through the participation of individuals through direct marketing to downtown Tacoma businesses. Subsidizing CSA shares to the low-income Tacoma residents would remove one of the largest barriers in Tacoma’s food network between healthy produce and low-income people. Furthermore, the study will show how to deliver produce to all CSA shareholders at their place of employment or at home if within the city limits.

Increasing the self-reliance of communities in providing for their own food needs

This planning project benefits all citizens of Pierce County by creating a feasibility study to develop a new institution/business that links agricultural producers to consumers. The feasibility study will be a market-based approach to promote the self-reliance of Pierce County’s food system. The feasibility study will show how to create a sustainable food network run through a cooperative CSA managed through the Tacoma Farmers Market: Local farmers provide the produce and, therefore, benefit by seeing a new revenue stream to support their businesses; The CSA distributes locally grown produce to local businesses and their employees who work in downtown Tacoma at competitive rates; The involvement of businesses will help to subsidize produce for low-income people. The graphic below outlines how the CSA will promote the self-reliance of Pierce County’s food network.



Promoting comprehensive responses to local food, farm and nutrition issues

Without a comprehensive response to local food, farm and nutrition issues, Tacoma's food security issues will quickly become exacerbated by the conversion of Pierce County farms into suburban homes. The conversion of these farms would be catastrophic to Pierce County's food system as many of the food banks rely upon donated local produce. As the saying goes, no farms, no food.

Pierce County's Agricultural Strategic Plan outlines several strategies to address the issue of farmland conversion. The strategy most salient to this feasibility study is to "expand direct sales channels for farmers [by] encouraging a Community Supported Agriculture Co-operative where farmers jointly provide agricultural products to subscription customers" (Strategic Plan 12). Pierce County Council has unanimously approved the idea of developing a cooperatively-run CSA. However, this strategy is geared toward maintaining the presence of local farms for food production. As outlined in the graphic above, the feasibility study which will outline how to subsidize and promote low-income involvement in the CSA while meeting the County's goal of expanding market capacity for farmers.

Taken together, a successful CSA will provide a much needed revenue stream to farmers who have no choice but to convert their land to homes due to dwindling market. The feasibility study will outline how a CSA can be developed to break down the cost barrier between low-income consumers and healthy produce through the involvement of middle and upper class Tacoma residents in the CSA.

(7) References

Garrett, Steven MS, MA, RD, *Access to Healthy Food in Tacoma: Differences Between Affluent and Low-Income Neighborhoods, Tacoma Pierce County Health Department, 2005.*

Pierce Conservation District, *Public Opinions About Farmland Preservation, 2006.*

Pierce County Council, *Pierce County Agricultural Strategic Plan, 2006,*
<http://www.co.pierce.wa.us/pc/abtus/ourorg/exec/ecd/reports.htm>.

State of Washington, Office of the Superintendent of Public Instruction,
<http://www.k12.wa.us/ChildNutrition/FreeReducedDistrict.aspx>

U.S. Census Bureau, Quick Tables: Tacoma, C:\Documents and Settings\jeremy\Desktop\Tacoma city, Washington - DP-3_ Profile of Selected Economic Characteristics 2000.htm.

(8) Appendices

Letters of support for this project are included under Collaborative Agreements. Following below is a further analysis of Tacoma's low-income and farming communities.

Low-income Communities/Transportation/Food Security

Pierce County health department recently conducted a survey on the ability for low-income residents to travel to supermarkets.³ The results are below.

Summary

This analysis shows that there is a significant difference in the number of mini-marts and supermarkets between low-income/low-car ownership and high-income/high-car ownership census tracts in Tacoma.

To

High-income area:

Supermarkets: One for every 3,700 residents

Mini-marts: One for every 1,300 residents

Low-income area:

Supermarkets: One for every 19,900 residents

Mini-marts: One for every 800 residents

³ Garrett, Steven MS, MA, RD, *Access to Healthy Food in Tacoma: Differences Between Affluent and Low-Income Neighborhoods, Tacoma Pierce County Health Department, 2005*

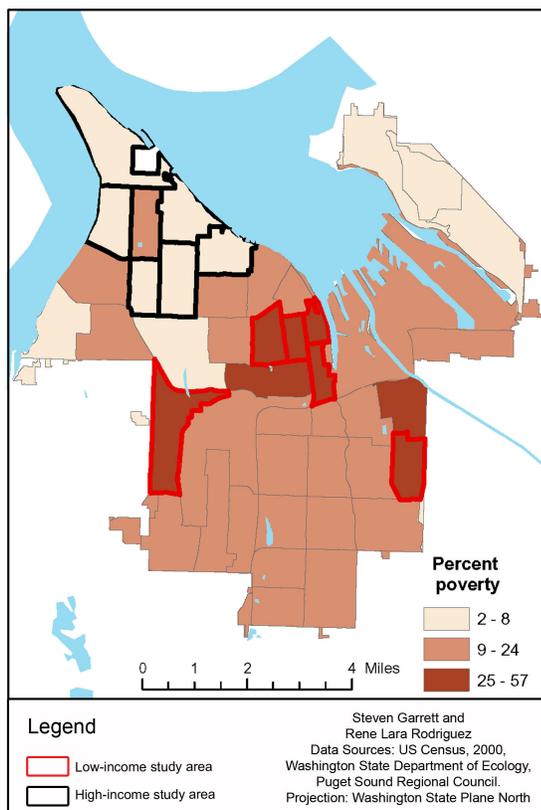
The analysis found that:

1. Low-income census tracts had five hundred and thirty percent less supermarkets per capita than the high-income.
2. Low-income census tracts had sixty percent more mini-marts per capita than the high-income census tracts.
3. Pierce Transit routes did a fairly good job of covering access to supermarkets, with a high-frequency bus line going through each census tract and near a supermarket.
4. Few residents in the low-income/low-car ownership census tracts lived within a quarter-mile radius of a supermarket. Only a few blocks in the Hilltop census tract had easy walking access.

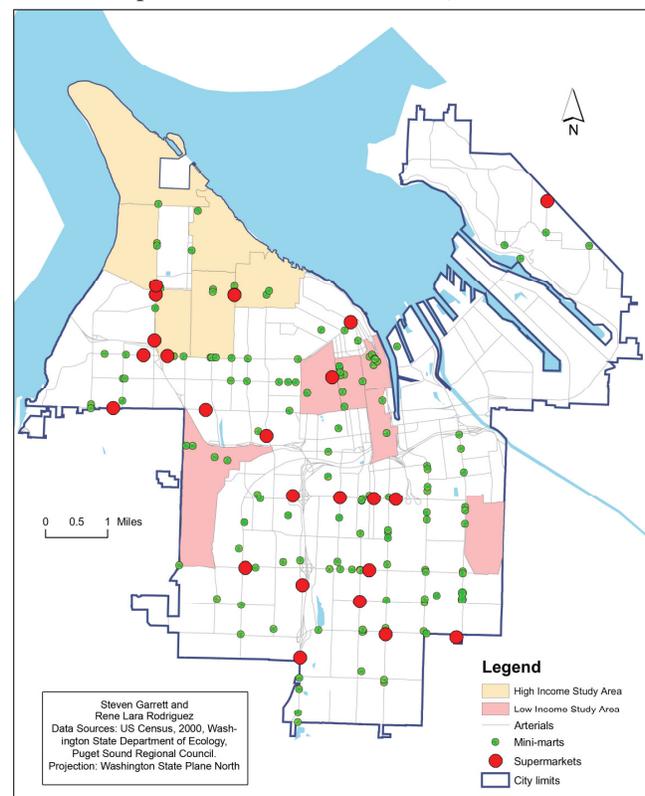
Conclusions

People living in low-income areas may have a greater difficulty in accessing healthy, low-cost food since they have a lower level of car-ownership and they may live too far to walk to a store. While there are frequent bus routes (every half an hour and more) that service nearby supermarkets, they may not have easy walking access to a bus line. It also needs to be pointed out that using a bus for shopping could be difficult and expensive for families with several small children. And even with a frequent bus route, there is a need to time the shopping experience to the bus route times. And lastly, for families that need to work several low-paying jobs in order to make enough to live, the bus routes are much less frequent outside of the daytime commuting hours.

Tacoma Poverty, 2000



Tacoma Supermarkets and Mini-marts, 2004



Information on low-income students/subsidized food in Pierce County/Tacoma

The State of Washington recently released data for the percentage of children in each school district receiving subsidized lunch. Tacoma ranks the highest in Pierce County with 52% of children receiving subsidized lunches.⁴

Steilacoom Historical School District	2,261	300	165	465	0.2057
Puyallup School District	20,787	3,134	1,290	4,424	0.2128
Tacoma School District	31,279	13,156	3,225	16,381	0.5237
Carbonado School District	187	24	14	38	0.2032
University Place School District	5,299	877	456	1,333	0.2516
Sumner School District	8,280	1,522	649	2,171	0.2622
Dieringer School District	1,202	69	28	97	0.0807
Orting School District	2,004	338	141	479	0.2390
Clover Park School District	12,787	5,505	2,039	7,544	0.5900
Peninsula School District	9,519	1,282	639	1,921	0.2018
Franklin Pierce School District	7,891	2,899	989	3,888	0.4927
Bethel School District	18,329	4,401	1,837	6,238	0.3403
Eatonville School District	2,134	345	183	528	0.2474
White River School District	4,414	683	357	1,040	0.2356
Fife School District	3,310	776	246	1,022	0.3088
Pierce Co.	129,683	35,311	12,258	47,569	0.3668

(8) Appendix Continued

Additional Pierce County farm conversion data:

Pierce County farmland is being converted at a rate of 5 acres per day. As the *Progression of the Built Environment* figures illustrate, new markets must be tapped and protective measures must be taken if active farmland is to remain within Pierce County.⁵

Note: the yellow city adjacent to the water is Tacoma. The white space of open land is Fort Lewis, a military base and the white space to the east is Mt. Rainier National Park. Approximately 24,000 acres of farmland still exists in Pierce County to date.

⁴ State of Washington, Office of the Superintendent of Public Instruction, <http://www.k12.wa.us/ChildNutrition/FreeReducedDistrict.aspx>

⁵ Data comes from Pierce County's Agricultural Strategic Plan Appendix, <http://www.co.pierce.wa.us/pc/abtus/ourorg/exec/ecd/reports.htm>

(9) Key Personnel

Jeremy Eckert, Project Manager at Cascade Land Conservancy will be the Project Director on this grant (resume enclosed). Jeremy will be responsible for completing all of the work outlined in the grant. He will answer to the steering committee during the feasibility study. Members on the steering committee will include:

- Rob Allen, Project Manager, Pierce County Economic Development Division
- Gene Duvernoy, President, Cascade Land Conservancy
- Steve Evans, Director, Puget Fresh
- Jennifer Harte, Agricultural Economist, Washington State University Extension, Tacoma
- Monty Mahan, District Manager, Pierce Conservation District

(10) Collaborative Agreements

No consultants are needed on this project. All work will be completed by Cascade Land Conservancy working with the steering committee and the partners listed in the project description.

Enclosed below are letters of support for this project from the following individuals and organizations.

- Jennifer Harte, Agricultural Economist, Washington State University Extension, Tacoma
- Monty Mahan, District Manager, Pierce Conservation District
- Tim Richter, fourth generation farmer and member of the Pierce Farmland Advisory Committee

(11) Budget

Budget Narrative

The project is estimated to cost \$50,000. \$25,000 of support is requested from the USDA CSREES. A narrative for each line item explaining the cost is outlined below. This requested funding will be matched by \$25,000 from sources outlined after the funds requested narrative.

Funds Requested

Wages: \$18,000. This will cover approximately 6 months of staff time for the Project Director working 50% on this project.

Travel: \$5,000. This will cover travel from Cascade Land Conservancy's Seattle office to Tacoma and surrounding areas (~\$65 a trip according the IRS current mileage reimbursement rates). This will also cover travel to the Project Director's meeting at an announced location.

Publication Costs: \$2,000. The feasibility report will be printed and distributed to the steering committee and other interested parties. This report will be made available on a regional scale to encourage the replication of this project beyond Pierce County. The \$2,000 cost is based upon CLC's experience in preparing reports that are of interest in Pierce County.

Matching Funds

Wages: \$19,000. This match comes from a grant to Pierce County to Cascade Land Conservancy to explore market based solutions to food and farm issues. This funding covers 6 months of staff time working 50% on this project. See attached letter from Jeremy Eckert.

Graduate Students: \$6,000. Five Seattle University graduate students are volunteering their expertise on business plan design and business management. Their work will be managed by their professor, Dr. Paul Sommers, and the CLC's Project Director. The students connect comparative business development research and business development expertise to the project. Good faith estimate: 5 students x 60 hours each x \$20/hr=\$6,000. See attached letter from Lori Nixon requesting that their efforts count as match for this grant.

Matching support coming from outside the applicant institution

Seattle University Graduate Students: \$6,000

Five Seattle University graduate students are volunteering their expertise on business plan design and business management. Their work will be managed by their professor, Dr. Paul Sommers, and the CLC's Project Director. The students connect comparative business development research and business development expertise to the project. Good faith estimate: 5 students x 60 hours each x \$20/hr=\$6,000. See attached letter from Lori Nixon requesting that their efforts count as match for this grant.