

Agenda

Date: February 19: 7:30 am – 5:00 pm
 February 20: 8:30 am – 1:00 pm

Location: [Mayflower Park Hotel](#), 405 Olive Way, Seattle WA 98101

Details: February 19th: Breakfast and Lunch provided, dinner on your own
 February 20th: Box lunch provided, breakfast on your own.

Desired Outcome:

This workshop is geared for Cooperative Extension professionals working in metropolitan communities to learn about why working at the policy level is important (relative to direct education programming); understanding how governmental systems are organized, what makes good policy, how to use science in policy development, local examples of policy development and hands-on exercises.

- Understand how policy is made at the local, regional and state levels
- Learn about the relationship between programs and policy and how policy impacts system change

Day 1 Building Knowledge

Time	Topic	Presenter / Facilitator
7:30 AM	Continental Breakfast	
8:30 AM	Welcome from WEDA	Dr. Scott Reed, Vice Provost- University Outreach & Engagement , Director-Extension Service - OSU
	Welcome to Seattle, King County	Kevin Wright, WSU King County Extension Director
	Introductions and Overview	Brad Gaolach
9:00 AM	Policies, Systems and Environmental Change	Dori Babcock, WSU Spokane County Extension
9:30 AM	Organization of Government	Richard Conlin
10:15 AM	Break	
10:45 AM	Role of Public Engagement in Policymaking	Phyllis Shulman
11:15 AM	How does a Bill become a Law at City, County and Regional levels	Monica Simmons, Seattle City Clerk
12:15 PM	Lunch	
1:15 PM	Practical Small Group Exercise: Policy Checklist	Brad Gaolach, WCMER Director

Time	Topic	Presenter / Facilitator
2:15 PM	Using Science as Evidence in Public Policy	Marilyn Sitaker, MPH; Battelle Health & Analytics
3:00 PM	Break	
3:30 PM	Collaborative Public Policy	Michael Kern, WSU Ruckelshaus Center Director
4:00 PM	Deliberative Dialogue	Patrick Proden, OSU & Fe Moncloa, UCCE
5:00 PM	Adjourn, Dinner on your own	

DAY 2 Application: Learning from Examples

Time	Topic	Who
7:30	Breakfast (on your own)	
8:30 AM	Top Down Policy Development: Zero Waste in Seattle	Richard Conlin
9:00 AM	Bottom Up Policy Development: Legalization of Mini-Goats in Seattle	Phyllis Shulman
9:30 AM	Denver's Residential Sales Ordinance	Rusty Collins, CSU
10:00 AM	Using Research to Prepare Policy: Extension's Role	Fe Moncloa, UCCE
10:30 AM	Break	
11:00 AM	Panel Discussion: Policy-Making in Action, Tips and Practical Lessons • Meg Moorehead, Seattle City Council Central Staff: The Use and Analysis of Data in Policymaking • Emelie East, CBE Strategic: Advocacy - Building Constituency, Coalition Building and Lobbying • George Allen, Seattle Metropolitan Chamber Senior Vice President, Government Relations: Government Relations • Heather Trim, Science and Policy Director, Futurewise: The Role of NGOs and Community Groups in Developing and Advocating for Policy	Phyllis Shulman
12:00 PM	Q&A and Discussion with Panelists	Phyllis Shulman
12:30 PM	Recap, Next Steps, Evaluation	Brad Gaolach
1:00 PM	Box Lunch, Travel Home	

George Allen serves as senior vice president, government relations at the Seattle Metropolitan Chamber of Commerce, a position he has held since 2008. In this role, he leads city, county and state lobbying efforts. George brings more than 23 years of policy and political experience to the Chamber, with a broad background on issues including transportation, transit, municipal budgeting, pre-K, health care, public safety, emergency preparedness and capital project development.

Prior to joining the Chamber, George worked in the Seattle office of Edelman Public Affairs, representing clients including the Fred Hutchinson Cancer Research Center, the Pacific Health Summit, the Komen Race for the Cure and Sapphire Energy, a renewable fuels company that produces gasoline substitutes from algae. Before Edelman, George was a legislative aide at King County Council and Seattle City Council. George also spent 10 years with King County Metro. George has been involved with various political campaigns in Seattle and King County. He currently serves as executive director of The Civic Alliance for a Sound Economy, the Chamber's political affiliate.

Rusty Collins is the Director of the Denver County CSU Extension office and has worked for Extension for 6 years. His office of 16 staff offer programming throughout Denver for Nutrition Education, 4-H Youth Development, Horticulture, Community Development and Urban Agriculture. In his role as County Extension Director, Rusty is the liaison between Denver County and Colorado State University Extension. Rusty's expertise is in facilitating meetings, convening community conversations about emerging topics, and working with groups to increase their capacity and multiply their impact. Rusty has facilitated events and meetings for groups as diverse as the Denver Sustainable Food Policy Council, the Colorado Bark Beetle Cooperative, My Denver Recreation, the Urban Waters Partnership, Denver Forestry and Natural Areas, the Colorado Food Systems Advisory Council, the Local Food Think Tank and the South Platte Enhancement Board. Rusty serves as an Ex-Officio member of the Denver Sustainable Food Policy Council, a member of the Colorado Food Guild, and a member of the Steering Committee for the Colorado Food Systems Advisory Council. Denver Extension and the Denver Botanic Gardens are Co- Coordinating Agencies measuring the Mayor's Denver Food Shift Goal.

Emelie East, a partner of Ceis Bayne East Strategic, has over two decades of federal and local experience in politics, public affairs and advocacy. Prior to starting CBE Strategic, Emelie served the City of Seattle as Director of Intergovernmental Relations where she managed the city's relationships with regional partners, the state, the federal government, and with international governments. Before that, she served as Mayor Nickels' Director of Council Relations.

Before returning to her hometown of Seattle in 2005, Emelie was a co-founder of McBee Strategic Consulting, a Washington, DC lobbying firm where she represented the interests of public and private Northwest entities with the federal government. Prior to her work in the private sector, Emelie served as professional staff for five years on the United States Senate Appropriations Committee, working for Senators Murray, Byrd, Inouye, Hollings, and Leahy on Commerce, Justice, State, the Judiciary and Related Agencies; Defense; Military Construction; and Foreign Operations. Before working as Committee staff, Emelie worked in the office of Congressman Norm Dicks (D-WA). Emelie is a Seattle native, and has a Juris Doctorate from Georgetown University Law Center and is a member of the Washington State bar. Emelie's community activities in Seattle include: Wellspring Family Services (chair-elect), Seafair board member and past-chair, and competitive rower for Pocock Rowing Center. Contact information: emelie@cbestrategic.com / 206.999.4809

Michael Kern is the Director of the William D. Ruckelshaus Center, a joint effort of Washington State University and the University of Washington developed in response to requests from community leaders. Michael has almost 25 years of experience in helping diverse groups reach common ground on public policy issues in Washington and the Pacific Northwest. Prior to joining the Center, he was a Senior Associate at Triangle Associates Inc., providing facilitation, mediation, public involvement, strategic planning, project management and other services. He has also provided these services at non-profit and academic institutions for the North Cascades Initiative, Hatchery Reform Project, Hanford Openness Workshops and other projects.

Fe Moncloa is a 4-H Youth Development Advisor with the Division of Agriculture and Natural Resources, University of California Cooperative Extension and a Ph.D. Candidate in Education, at the University of California, Santa Cruz. Her research focuses on identifying organizational policies, programs, and practices that support or impede Latino youth civic and political participation. She collaborates with 4-H volunteers and youth to provide authentic activities for children K-12. She partners with community and youth development grass roots organizations to strengthen their programs through technical assistance in science literacy, leadership, strategic planning and evaluation. She enjoys open water swimming.

Meg Moorehead is a Legislative Analyst for the Seattle City Council. She helps all nine Councilmembers make decisions on a range of topics including utility rates, environmental protection, annexation, and park services. Meg's advice has informed Council decisions on the City's Zero Waste solid waste strategy, establishment of a Seattle Park District, development of 2013 Seattle Climate Protection Plan, expansion of car-sharing services, funding for renovation of Seattle's iconic Pike Place Market and many other issues. Before joining the City, Meg worked for King County and Snohomish County where she developed plans and programs for managing stormwater runoff, improving water quality and protecting aquatic habitat. Meg is the recipient of the American Planning Association's national award for Innovation in Infrastructure Planning and the Oregon Governor's Energy Award for outstanding achievements in energy conservation.

Phyllis Shulman recently completed sixteen years as Senior Legislative Advisor to Seattle City Council Member Richard Conlin. She was responsible for strategic policy recommendations, civic engagement, and development of new initiatives on a myriad of issues effecting Seattle and the region. Her expertise in policy development and facilitation of community interests has been utilized on a number of the more complex issues including strengthening the local and regional food system, the replacement of the Alaskan Way Viaduct, State Route 520 Bridge Replacement, and Neighborhood Planning. She was involved in designing and implementing local food system and food policy initiatives, economic renewal and development strategies, climate change and adaptation policies, Urban Forestry Stewardship Plan, emergency preparedness initiatives, recovery planning and a Resilient City Strategy. Phyllis is a founding member of the Puget Sound Regional Food Policy Council as well as the State Food Policy Roundtable. Phyllis has a broad background having worked in the non-profit, private, government and education sectors. She is currently working as an independent consultant in local and regional food systems, community resilience and compassionate action

Heather Trim is Science and Policy Director at Futurewise. She works to prevent runoff from entering our waterways, improving shoreline management practices and policies and addressing a range of issues from community sustainability, habitats, and climate change Heather has more than 20 years of experience in environmental work. Prior to joining Futurewise, Heather was at People for Puget Sound for over ten years where she focused reducing toxic pollution in Puget Sound, ecological features in

waterfronts, habitat restoration policies, clean stormwater, and environmental justice issues. Before that, she was staff scientist for the Los Angeles and San Gabriel Rivers Watershed Council working on various projects leading to the greening of the rivers. She also worked for the Regional Water Quality Control Board on water quality standards, regulatory permits, and pollution assessments of both surface and ground water for Los Angeles and Ventura Counties. Beyond Futurewise, Heather has also been a leader of Zero Waste Seattle, which has run campaigns on banning styrofoam food serviceware and plastic bags, reducing unwanted phonebooks, and increasing recycling at multi-family buildings and commercial buildings, among other waste reduction efforts. She is on the executive committee for the Washington State Chapter of the Sierra Club.

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Policies, Systems and Environment: An Opportunity to Broaden and Deepen Impact

Dori Babcock

**Director/Physical Activity, Nutrition and Health Faculty
WSU Spokane County Extension**

Extension: Growing in Service



How Do We Manage the Increase?

Policy, Systems and Environmental Approaches ...

... Are a way of assessing and adapting the environment to achieve a goal that makes an opportunity available to more people and in some cases all people in a community.

Characteristics of PSE Change

- Ongoing
- Foundational: often produces behavior change over time
- Policy level
- Part of an ongoing plan
- Long term
- Sustaining

Breaking it Down: *Policy*

POLICY:

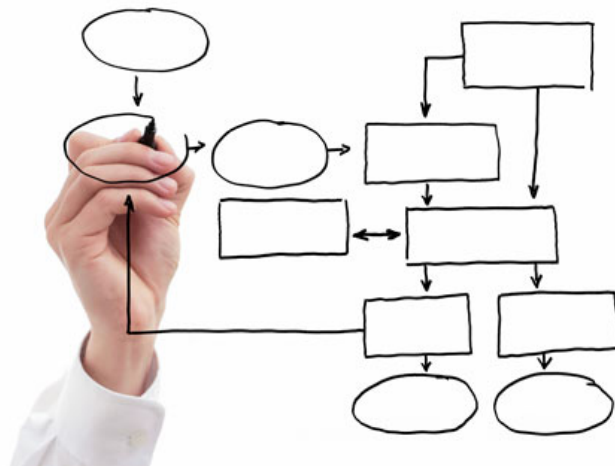
A written statement of organizational position, decision or course of action. (Such as ordinances, resolutions, mandates, guidelines, or rules)



Breaking it Down: *System*

SYSTEMS:

Changes in organizational procedures (such as personnel, resource allocation, programs)



Breaking it Down: *Environment*

ENVIRONMENT:

Physical, observable changes in the built, economic, and / or social environment.



Making it Real

- Smarter lunchroom
- Complete streets
- Healthy vending
- Community gardens



Where Does Extension Fit In?

Opportunities ripe for the picking:

- Evidence-based resource for relevant information
- Distilling the research and information into guide form
- Providing technical guidance
- Train the Trainer
- Train the Leader / Politician (study sessions)



More Opportunities

- Coalition building and participation
- Advising on best practices
- Application of new methods and creation of new best practices
- Explaining boundaries
- Providing and facilitating forum discussion

Let's Try One!

Here's the situation: Bring physical activity to the workplace.

P: Employees receive an extra 30 minutes on lunch to be physically active

S: Work with local fitness clubs to provide discounts. Work with local public health and municipalities to identify walking routes and maps. Work with SLT to provide a room to serve as activity space or a shower.

Let's Try One!

E: Onsite Gym / exercise room

Post signs advertising room / onsite gym to exercise / shower and class schedule

Some Don'ts

- Don't patronize
- Don't assume an organization can make a quick decision
- Don't forget to say thank you

Some Do's

- Do learn about the organization before you go knocking
- Do ask about the process for getting things approved.
- Do respect their calendar and decision making process
- Do listen and repeat. It is better to understand a little than to misunderstand a lot
- Do match their professional culture
- Do understand the leadership goals / charter of the organization you are working with
- Do frame what you want in the terms of their goals
- Be humble

Thanks for Listening!



City of Seattle
Office of the City Clerk

Legislative Overview
Western Center for Metropolitan Extension & Research
February 19, 2015

1. First Class Charter City: Seattle operates under a Mayor-Council form of government
 - City Charter – establishes municipal corporation; defines City powers and duties
 - Mayor serves as Chief Executive Officer charged with the enforcement of City and state law and City contracts, directs and controls all subordinate officers of the City unless otherwise provided by Charter
 - Council approves the City's budget, develops laws and policies that promote the health and safety of Seattle's residents, including issues related to the City's police, fire, parks, libraries, and electric, water, solid waste, and drainage utilities; may offer its collective policy statements on matters in the form of resolutions; authorizes public improvements and expenditures
2. City Council - 9 at-large Council positions
 - Council Rules and Procedures – govern operation of Council
 - Council President: coordinates work of the Council; serves as Presiding Officer at Full Council and Council Briefings; assumes Mayoral duties in absence of Mayor
 - Council Committee Assignments and Chairs – at least 3 members
 - External Committees – convened by another governing body with participation by members of multiple jurisdictions (Council Resolution 31498)
3. External Committees -
 - King County (8)
 - Regional Committees (14)
 - State Committees (1)
 - City of Seattle Committees (12)
4. Voter initiated Council Districts – 2015 election year
 - 7 District Councilmembers – 2 at-large Councilmembers
 - Voters will vote for 3 v. 9 councilmembers this year
 - District council positions - 4-year term; at-large positions– 2-year term
5. City Clerk /Administrative Head Legislative Department
 - Manages Legislative Process, Information Services, Seattle Archives & Records Management, Boards & Commissions Registry, Access & Transparency
 - Legislative Operations: IT, HR, PDR, Continuity of Government/Emergency Preparedness
 - Ex Officio Election Administrator –Filing officer for citizen initiatives, referenda, charter amendments
 - Charter authorizes voters to propose legislation through initiative process

6. Websites at Seattle.gov

- City Clerk - City Council

7. Comprehensive Legislative Resources

- Be Informed. Be Involved. Legislative Process Guide
- New Legistar Legislation Center
 - Agendas, supporting material, exhibits, minutes
- How a Bill Becomes a Law
- Legislation workflow
- Legislative Glossary – Council Bill, Ordinance, Resolution, Proclamation

8. Boards and Commissions

- Registry - City Clerk
- Interest – Seattle.gov

9. Q&A

Policy Worksheet

Topic Area: Community Economic Development

Example 1: Incentivize local food purchase by restaurants by reimbursing them for locally produced food items in their menus.

Example 2: Create a Commission on Tourism to increase local revenues.

Example 3: Increase the minimum wage to \$15/hour and tie it to inflation for annual increases.

Topic Area: Agriculture / Food Systems / Community Horticulture

Example 1: 10% of food consumed in the city must be locally produced

Example 2: Create a community gardening program for residents to have garden plots.

Example 3: Allow food produced on residential lots and parking strips to be sold commercially or donated to food banks.

Topic Area: Natural Resources

Example 1: Establish an urban forestry plan for the city.

Example 2: Protect water quality through establishing community based storm water management programs.

Example 3: Limiting potable water use for human and pet consumption and prioritizing grey water use for other uses.

Topic Area: Youth and Families / 4-H

Example 1: Require all youth serving organizations to utilize components of positive youth development in their programming supported by city funding.

Example 2: Establishing a workforce-training program related to local economic development opportunities within juvenile detention or diversion facilities.

Example 3: develop a 10-year plan to eliminate youth homelessness in the city.

Proposed Policy:

Policy Checklist	Apply the Checklist to a Policy Idea
Is this policy legally feasible? -How do you know? -How might you find out?	
Is this policy financially feasible? - Does it take advantage of existing funding streams? - What funding mechanisms would be utilized? - Does it generate revenue? - Is it low-cost or no cost? -How might you improve the financial feasibility?	
Is the implementation clear and feasible? - What are potential barriers to implementation? - Is there language that you could include in the policy to make the implementation process clear and feasible? - Are there stakeholders who could help you improve feasibility before the policy is considered and adopted?	
Is the policy data and community driven? - What data or research makes the case for this policy approach? - If you do not have access to local data or research, how might you obtain the data? - Is the policy responsive to a community need?	

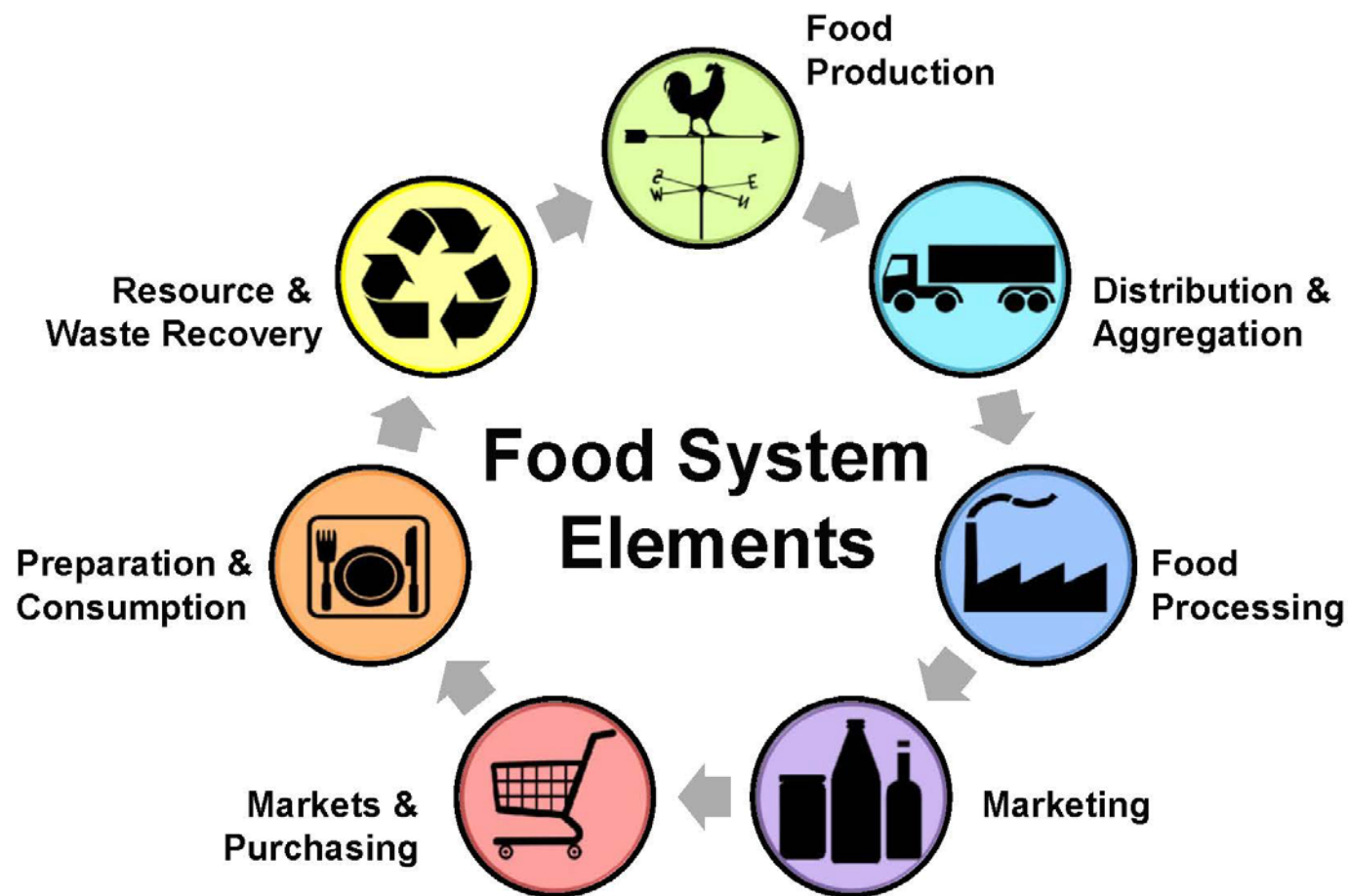
Policy Checklist	Apply the Checklist to a Policy Idea
Is the policy part of a larger plan?	
What unintended consequences might be created by this policy?	
Can the issue be resolved without policy change?	
What might be other criteria you apply?	

Policy Checklist	Apply the Checklist to a Policy Idea
Is the policy politically feasible? - Is the policy language clear? - Does the policy solve the issue you want to address? - Is the community ready and desiring the policy? - Who will champion the policy? - Will there be opposition? From whom?	

Using Science as Evidence in Public Policy

Marilyn Sitaker, MPH, Battelle Memorial Institute
Extension as Urban Policy Advisors Workshop, February 19, 2015

Food Chain



Adapted by Christy Shi, Center for Environmental Farming Systems.

*From: Wilkins, J. and Eames-Sheavly, M. *Discovering the Food System*; An experiential learning program for young and inquiring minds.*

Cornell University, Departments of Nutritional Science and Horticulture. <http://www.discoverfoodsys.cornell.edu/>

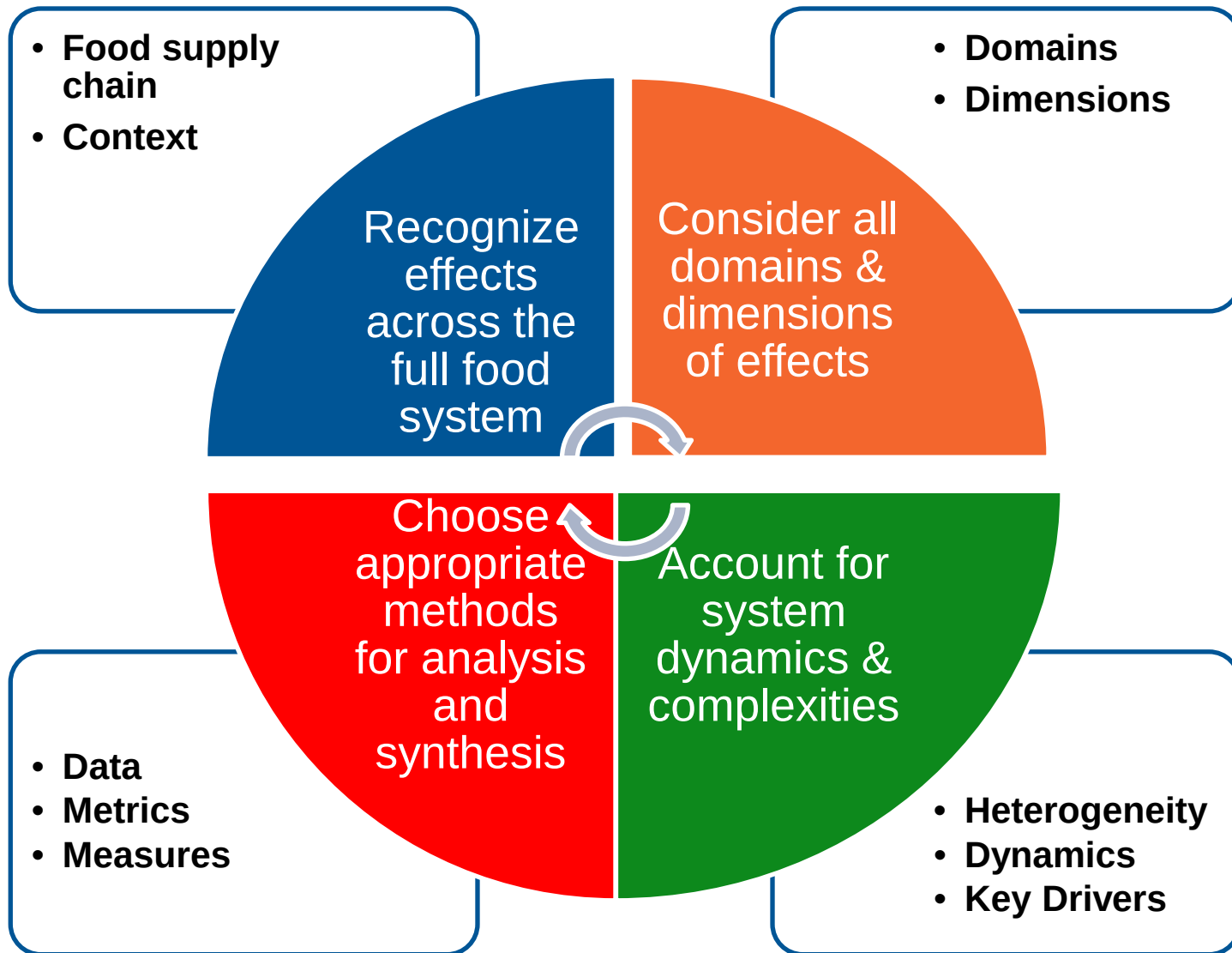
Complex systems have...

1. Each element has its own set of operating features & **actors: individuals, institutions, & even insect/micro-organisms.**
2. These actors are often quite different from one another (**heterogeneity**).
3. Elements interact with one another, but also influence/ are influenced by environmental, social, & economic contexts. This can happen across networks, sectors, and geographic boundaries (**spatial complexity**).
4. Actors are **interdependent**, and adapt to changes, causing **feedback loops**
5. Feedback, adaptation and interdependence can produce **nonlinearity, path dependence & resilience (dynamic complexity)**.

Purpose of the IOM Framework

- (1) Understand the environmental, health, social, and economic effects associated with all Food System components;
- (2) Encourage better data collection systems and methodologies to identify and measure effects;
- (3) Inform decision-making in food/agricultural practices & policies to minimize unintended health, environmental, social, and economic consequences.

Four Key Principles



1. Recognize Effects Across the Full Food System

- **Food supply chain**

- Inputs & Production
- Processing & Distribution
- Consumption & Waste

- **Context matters**

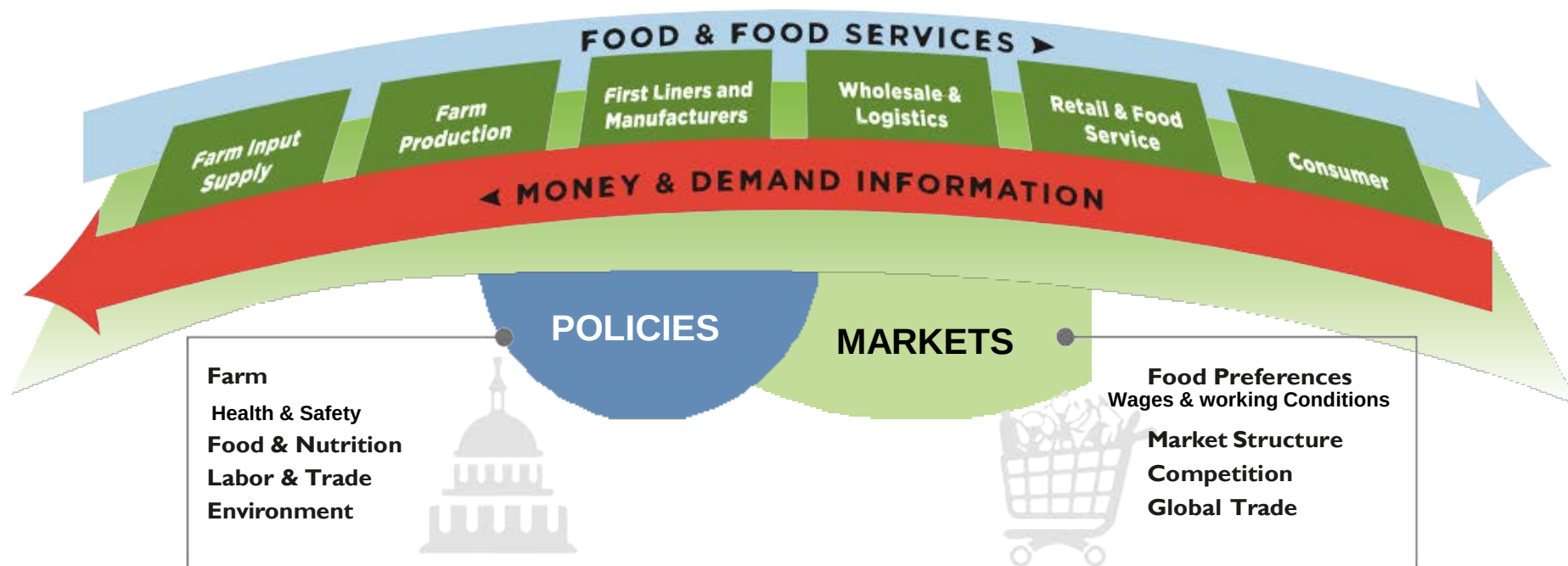
- Biophysical
- Science & Technology
- Social Organizations



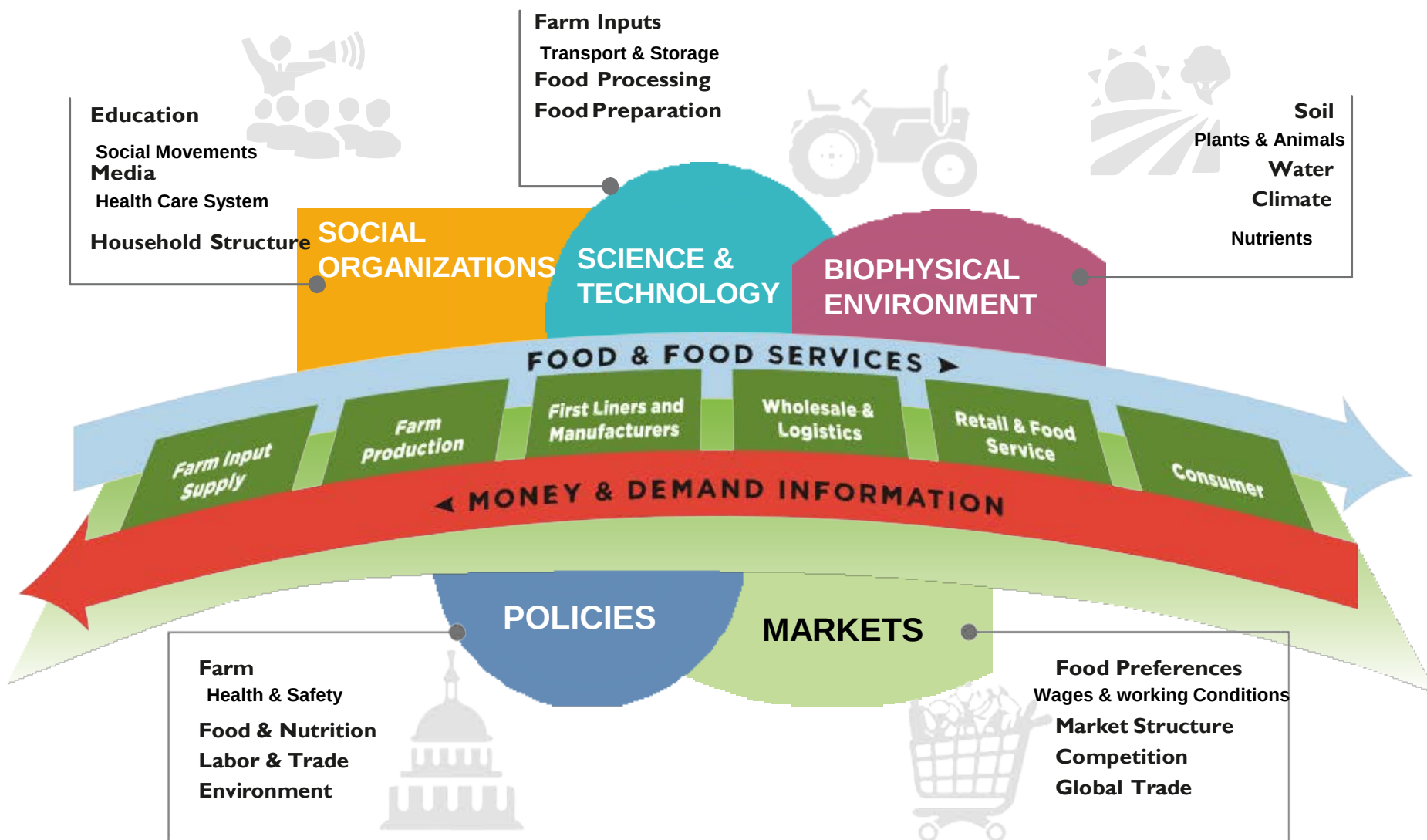
Links between Food Supply Chain & Contexts



Links between Food Supply Chain & Contexts



Links between Food Supply Chain & Contexts



2. Consider all Domains and Dimensions of Effects

- **Domains**
 - Health, Environmental,
 - Social, Economic
- **Dimensions**
 - Quality, Quantity,
 - Distribution, Resilience



Ex: Considering dimensions across all domains

Domains		Dimensions			
		Quantity	Quality	Distribution	Resilience
	Health	Enough calories for good health & weight	Food that is safe & meets recommended dietary guidelines	All population groups can access many food types	Trusted Food safety level recovers after contamination
	Environment	Plentiful food production from land and water	Biodiversity & quality of natural environment in agricultural setting	Equal risk of agrochemical runoff across diverse landscapes	Quick recovery of agricultural production after flood or drought
	Social/ Economic	Rising disposable income for consumers & food system workers	Variety of affordable foods across income levels	Cost of meeting dietary needs is equitable across income levels	Community retains economic viability after loss of major employer

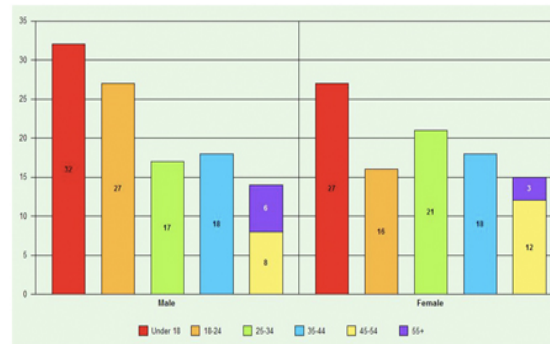
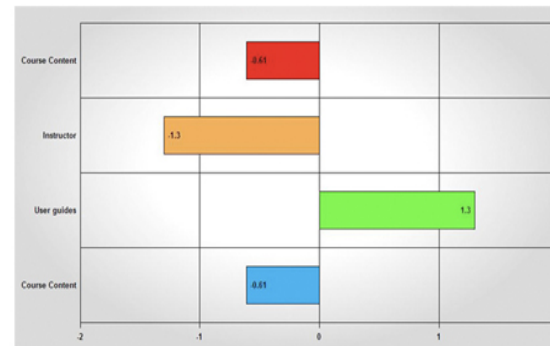
3. Account for System Dynamics and Complexities

- **Heterogeneity**
 - Human
 - Biophysical
 - Interdependence
- **Dynamics**
 - Feedback
 - Adaptation
- **Key Drivers**

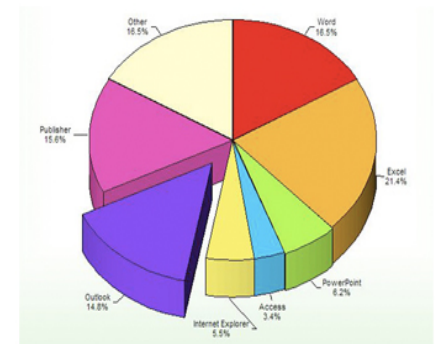


4. Data, Metrics, and Methods

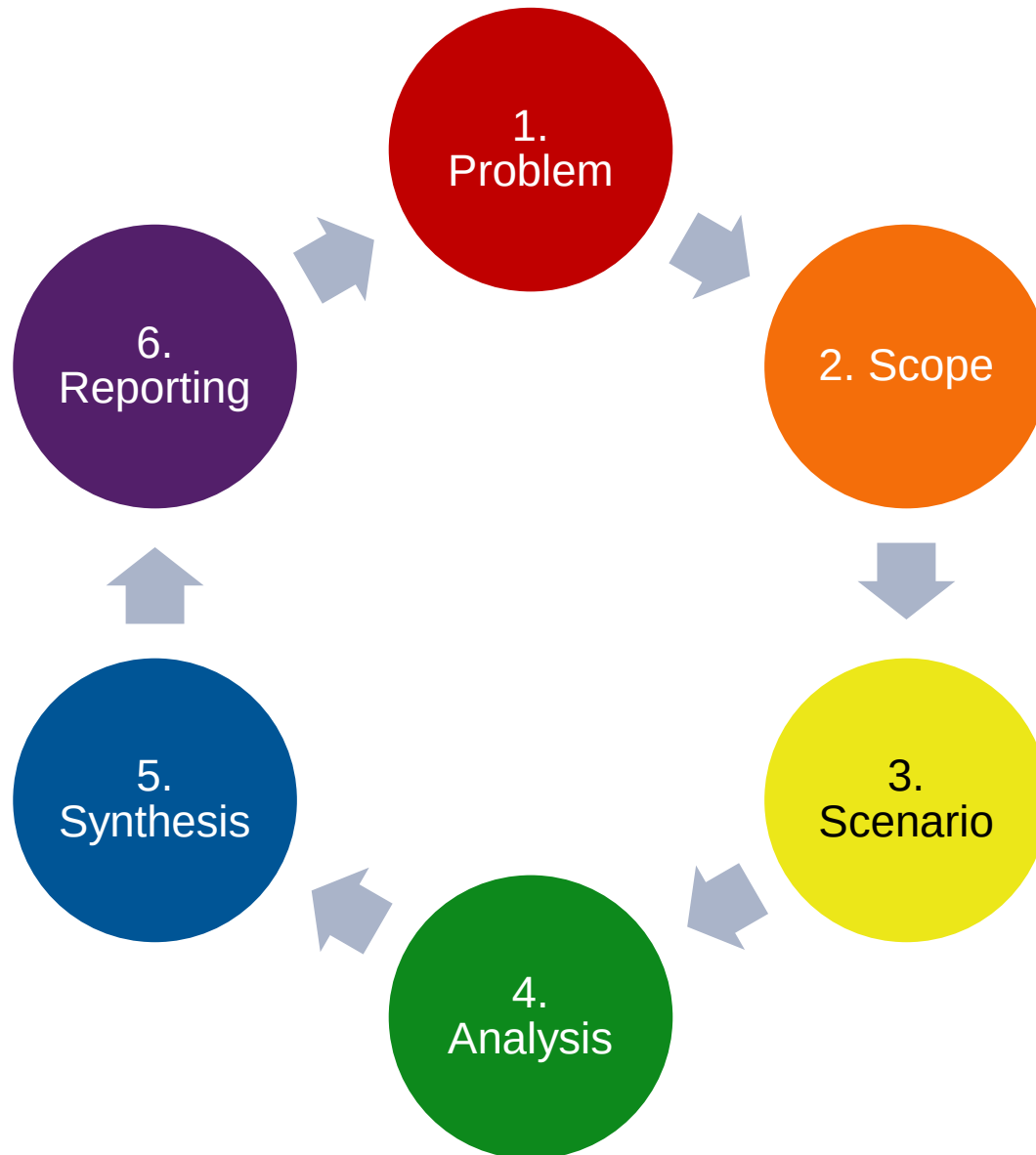
- **Assumptions & Boundaries**
- **Synthesis & Interpretation**
- **Stakeholder Engagement**



		Male-Age					Female-Age					
Base		Under 18	18-24	25-34	35-44	45-54	Under 18	18-24	25-34	35-44	45-54	
Course Taken	Base	196	32	27	17	18	8	27	16	21	18	12
	Word	102 52%	16 50%	17 63%	7 41%	9 50%	4 50%	16 59%	11 69%	13 62%	4 22%	5 42%
	Excel	131 67%	26 81%	22 71%	14 81%	15 82%	4 83%	18 67%	9 50%	10 43%	5 56%	2 42%
	PowerPoint	37 19%	16 50%	9 19%	3 18%	3 17%	1 13%	1 4%	1 6%	-	3 17%	4 33%
	Access	21 11%	-	-	-	-	4 50%	5 19%	5 31%	4 19%	1 17%	-
	Internet Explorer	33 17%	1 3%	2 7%	3 18%	6 33%	4 50%	7 26%	5 31%	-	1 6%	4 33%
	Outlook	90 46%	8 25%	10 37%	10 39%	12 67%	7 88%	-	8 50%	16 78%	11 61%	8 67%
	Publisher	96 49%	16 50%	12 44%	8 47%	6 33%	1 13%	23 65%	6 38%	9 43%	11 61%	4 33%
	Other	101 52%	14 44%	22 81%	13 76%	12 67%	-	8 30%	4 25%	9 43%	11 61%	7 87%



6 Framework Assessment Steps



How can the Framework help extension professionals in policy work?

1. Extension professionals can help policymakers see the “bigger picture” to understand complex food systems and their dynamics
2. Working with multi-disciplinary academic partners, extension professionals can provide scientific evidence on many relevant factors that drive system change
3. Extension Professions can provide input to decision makers during the multiple steps in the assessment process

Example: Using Systems Framework to Gather Scientific Evidence

- In 2011, the Nutrition, Obesity, Policy Research & Evaluation Network (NOPREN) Rural Food Access Working Group met to discuss results of a concept mapping project.
- The policy/research priorities ranked highest by experts included strategies designed to build economic viability in rural communities:

Research Priority	Questions to explore
Economic development, viability & consumer purchasing power in rural communities	How can economic development efforts, via food producers and entrepreneurs, influence consumer purchasing power and behaviors? What policies help or hinder rural economic development?

Rural Access to Foods Workgroup:

- **Local Food Economies:** formed as a NOPREN subgroup, with Sitaker, Seguin, Kolodinsky and Pitts.
- **Literature Review:** 4 entrepreneurial food systems innovations: CSAs, Farmers' Markets, Farm-to-Institution programs, and Food Hubs.
- **Questions:** Do these innovations
 - Enable producers to make a living?
 - Strengthen local economies?
 - Improve access to affordable, healthy foods for local residents?
 - Contribute to greater dietary intake of healthy food?

Q1 Enable producers to make a living?

- **Farmers' Markets:** can yield returns to producers that range from equivalent to that of mainstream food supply chains to up to 7X that amount (King, 2010).
- **CSAs:** CSA's generated 87% net return per dollar compared to farmers' markets (67%) and wholesale channels (58%) in 4 NY farms (LeRoux, 2010).
- **Farm-to-Institution:** direct sales to schools can increase revenue (Conner, 2011), though studies show only modest increases in farmer income (Joshi, 2008; Schmidt, 2006).
- **Food Hubs:** while returns to farmers can increase over time, many food hubs still need support of public dollars to operate (Schmidt, 2011).

Q2 Strengthen local economies?

Author (year)	Returns to producers	Increased Employment	Increased Gross Output	Increased Personal Income
Otto, 2010	\$29M in direct sales	576 jobs	\$59.6M	\$17.8M
Hughes, 2008	Not reported	119 jobs, (82 net)	\$2.4M (net \$1.1M)	\$0.7M (net \$0.2M)
Henneberry, 2009	Not reported	113 jobs	\$6M	\$2.2M
McCarthy, 2001	\$550K in direct sales for vendors	Unknown	\$450K, enhanced sales for nearby businesses.	Unknown
Meyers, 2001	Annual revenues of \$192,030	Unknown	\$966K, enhanced sales for nearby businesses.	Unknown

Local food systems have potential for greater community economic impact because most of the revenue is retained locally—whether food is purchased directly from the producer, or purveyed by local stores/restaurants (O'Hara, 2011)

Q3 Improve access to affordable, healthy foods for local residents?

- **Farmers' Markets:** produce at the market can be more affordable compared to supermarket prices (Flaccenvento, 2011; Claro, 2011; McGuirt, 2011).
- **CSAs:** for organic produce, CSA shares can save up to 39% compared to supermarkets (Sabih, 2000; Cooly, 1998).
- **Food Hubs:** a national survey found that 50% of food hubs actively distributed products in “food deserts,” and 25% accepted SNAP or other benefits, thereby increasing healthy food access for both urban and rural low income consumers (Barham, 2012).

Q4 Contribute to greater dietary intake of healthy food?

- **Farmers' Markets:** various studies show that incentive program participants have increased fruit and vegetable consumption compared to non-participants (McCormack, 2010; Jilcott Pitts, 2013, 2014; Ruelas, 2012).
- **CSAs:** while many studies include reports of greater amount and variety of produce consumed, few use traditional dietary assessments (McCormack, 2010).
- **Farm-to-Institution:** a recent review showed that 10/11 F2S programs reported improved dietary behaviors as a result of being served more fruit and vegetables (Joshi, 2008) .

Summary

- All 4 innovations appear to be profitable for producers and communities—yet supporting studies are specific to *time* and *place*, and therefore not generalizable.
- Except for Farmer's Markets, there is insufficient evidence—particularly using validated dietary assessments-- to determine whether these innovations lead to greater intake of healthy food.
- A transdisciplinary approach is needed to fill existing research gaps, with expertise in economics, public health, nutrition, community development, etc.
- Studies need to use consistent methods, time frames, interventions across diverse geographical contexts to yield generalizable results.

For more information, please contact me at:

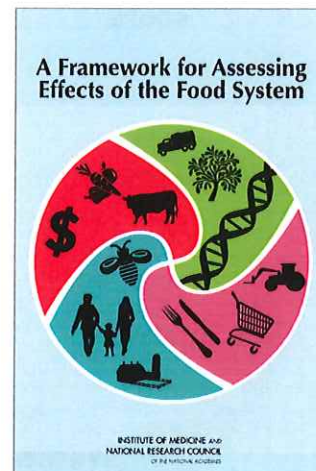
Marilyn Sitaker, MPH
Battelle Memorial Institute
206-528-3368
Sitakerm@battelle.org



For more information visit www.iom.edu/foodsystem

A Framework for Assessing Effects of the Food System

Key Figures



The U.S. food supply chain is deeply interconnected with human health and environmental health, as well as social and economic systems. Decisions about food policies and practices, therefore, can have unintended impacts—both positive and negative. To arrive at a decision for which the benefits outweigh the risks, decision makers must carefully consider a broad range of effects and interactions across the health, environmental, social, and economic domains.

In *A Framework for Assessing Effects of the Food System*, an expert committee presents guiding principles and practical steps to help decision makers weigh tradeoffs and choose policies that integrate benefits and risks across domains. Key figures from the report appear below.

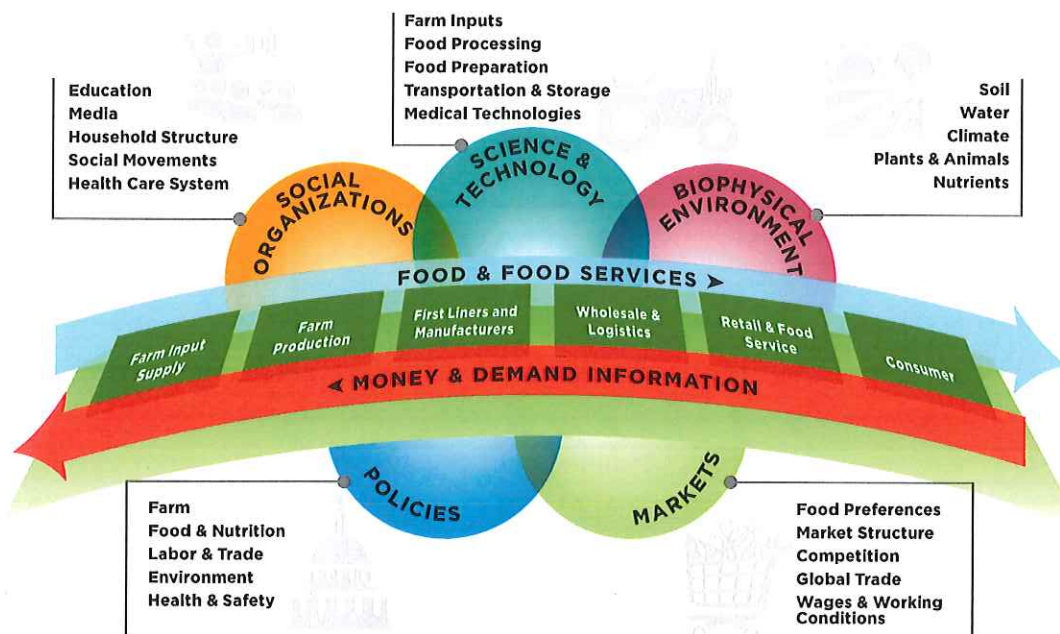


FIGURE 1 Links between the food supply chain and the larger biophysical and social/institutional context.

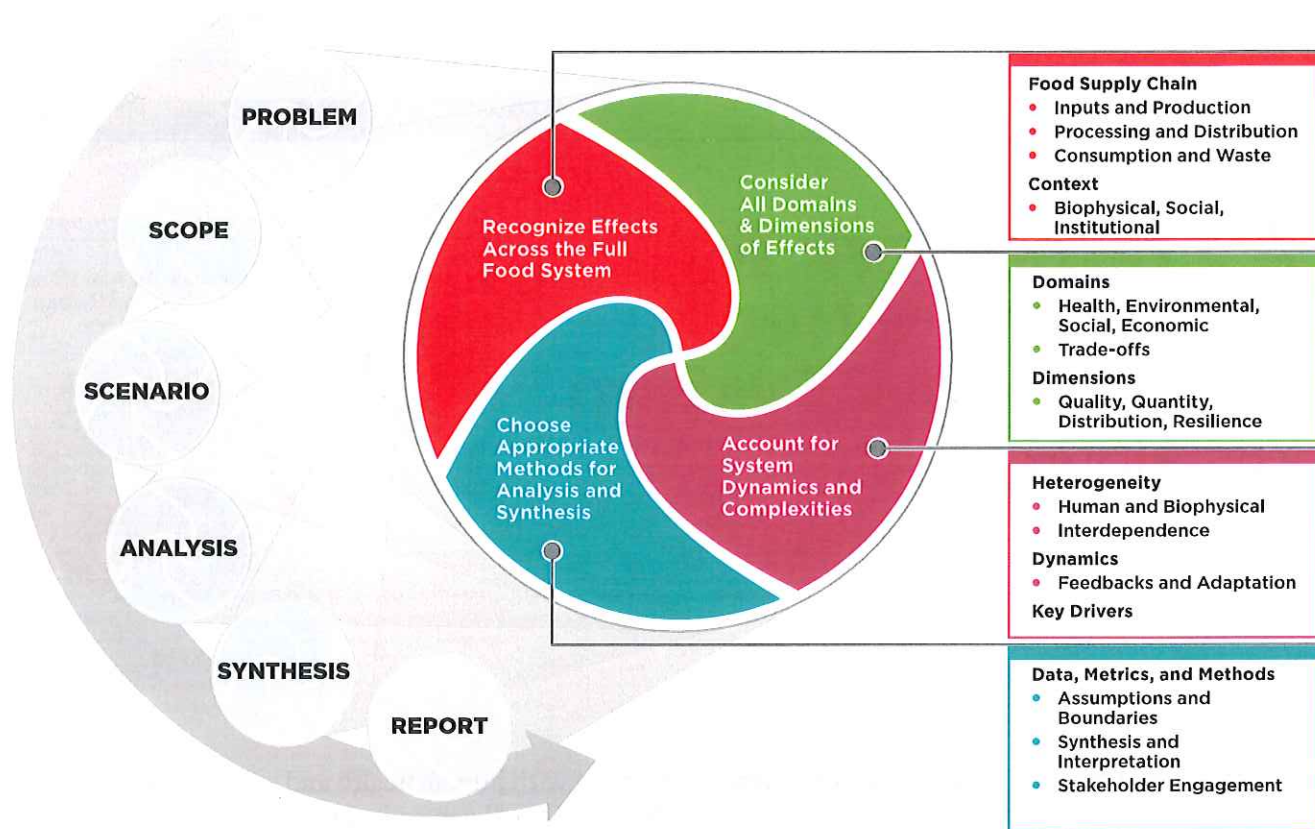


FIGURE 2 Conceptual illustration of the analytical framework. The four principles of the framework are represented in the larger circle, the core of the framework. These principles need to be considered throughout the assessment steps, represented in the figure as six small circles.

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UNIVERSITY OF WASHINGTON

Fostering Collaborative Public Policy

Michael Kern, MPA

Extension as Urban Policy Advisors

Western Center for Metropolitan Extension & Research

Seattle, WA, February 19, 2015

CONVENE

1. Assessment/Planning

Guiding Questions:

Can a collaborative process be successful?
If so, how should the process be designed for the greatest likelihood of success?

Key Areas of Exploration:

What: is the issue or problem to be resolved
(Define scope/initial framing)
Who: needs to be involved and how represented
How: should the collaborative effort be structured

2. Organization

Guiding Questions:

How does the group best organize itself to achieve its outcomes through a collaborative process?

Key Areas of Agreement Sought:

Purpose/Outcomes
Group structure: membership, roles, timelines
Decision making, conflict resolution, and communication process
Creation of “working agreements”

SEEK AGREEMENT

3. Education

Guiding Questions:

What common base of understanding among the group is needed to serve as the framework for joint problem solving and negotiation?

Key Areas of Education:

Historical, context, legal or statutory framework
Underlying interests and alternatives to a negotiated agreement
Critical data about the problem/issue/options

4. Negotiation/Resolution

Guiding Questions:

What criteria will the group use and how will it be applied to make decisions to achieve agreed upon goals and satisfy stakeholder interests.

Key Areas of Focus:

Decision making criteria and process
Option generation, linking, and packaging
Reconciling conflicting interests
Trial balloons & bringing constituents along

IMPLEMENT

5. Implementation

Guiding Questions:

How does the group link the agreements made to external decision making and implementation?

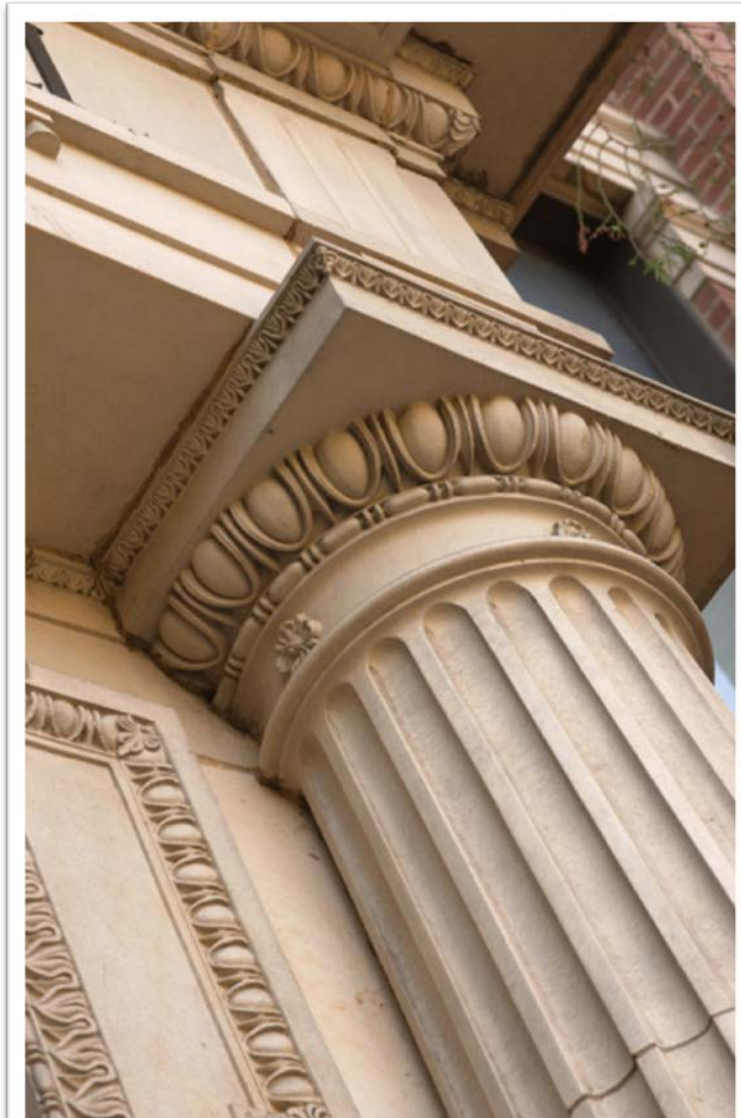
Key Areas of Clarity:

Defined responsibilities for implementation and timelines
System of monitoring implementation to assure compliance
Method of integrating changing conditions into implementation – system of on-going adaptive management and collaborative decision making

Source: National Policy Consensus Center, PSU

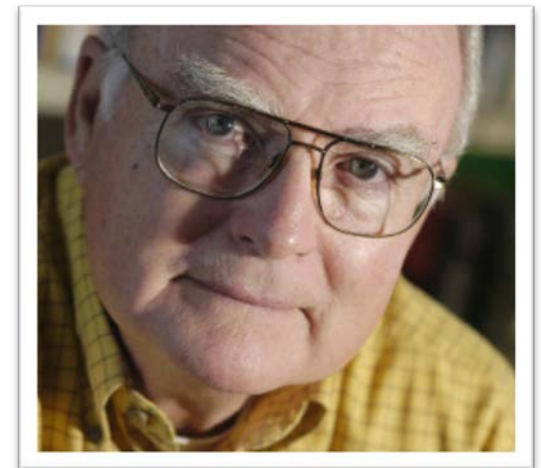
The Academic Setting

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Mission

- Neutral resource for collaborative problem solving
- Improve availability and quality of voluntary collaborative approaches.
- Help leaders work together, build consensus, resolve public policy conflicts.
- Advance teaching and research missions of the universities.



Services

- **Neutral Forum**
- **Situation Assessment**
- **Facilitation, Mediation, Conflict Resolution**
- **Project Management, Strategic Planning**
- **Applied Research**
- **Information Portal**
- **Training**
- **Policy Discussions**



Project Criteria

- Project is consistent with Center's vision, mission, policies and scope.
- Center's involvement is acceptable to those directly affected and in authority.
- Project addresses important public policy issues or community needs.
- Potential sponsorship and support sufficient to promote meaningful results and follow through.
- Project is cost-effective.
- Universities add unique value, contribute expertise and other resources that can help project reach a successful resolution.

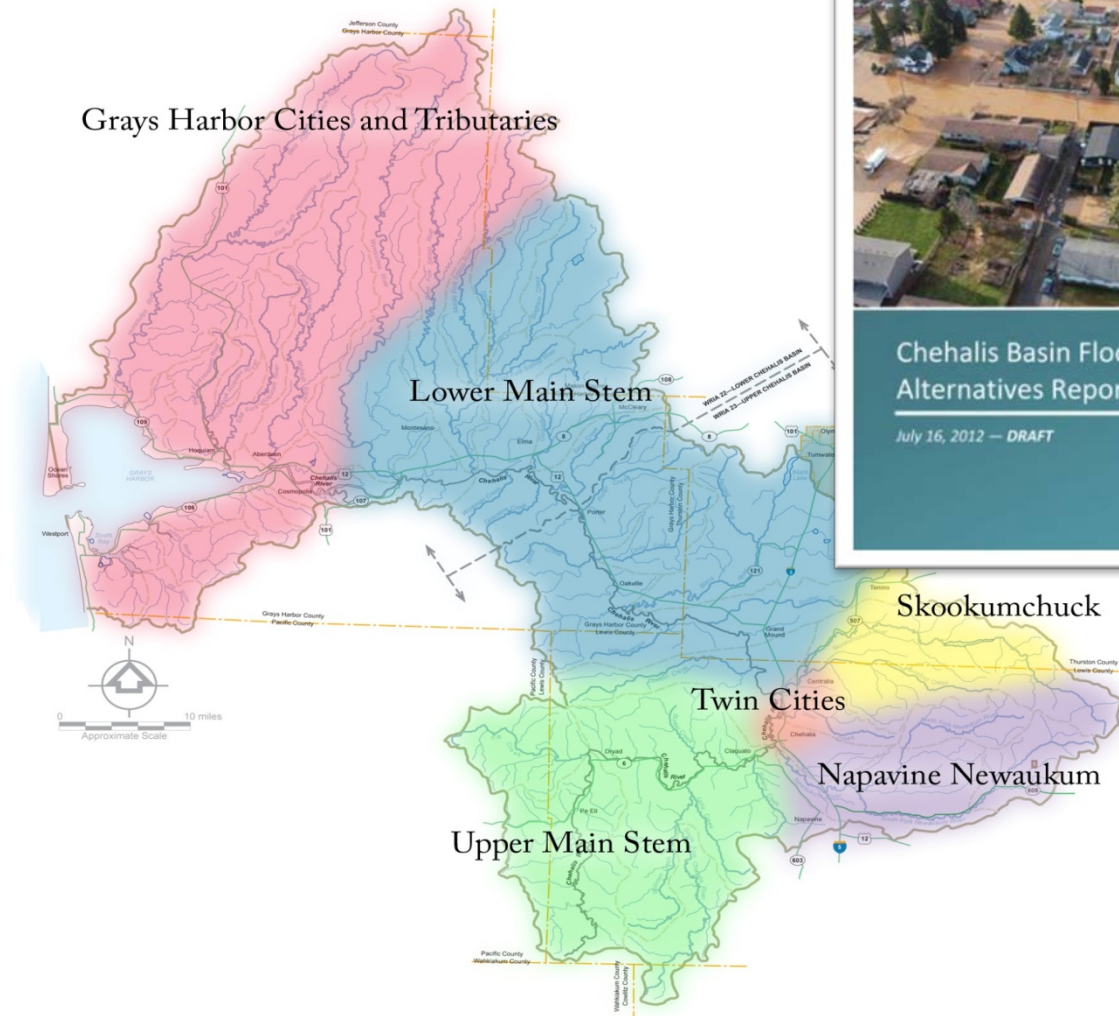
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GOVERNANCE & FUNDING

Chehalis Flooding

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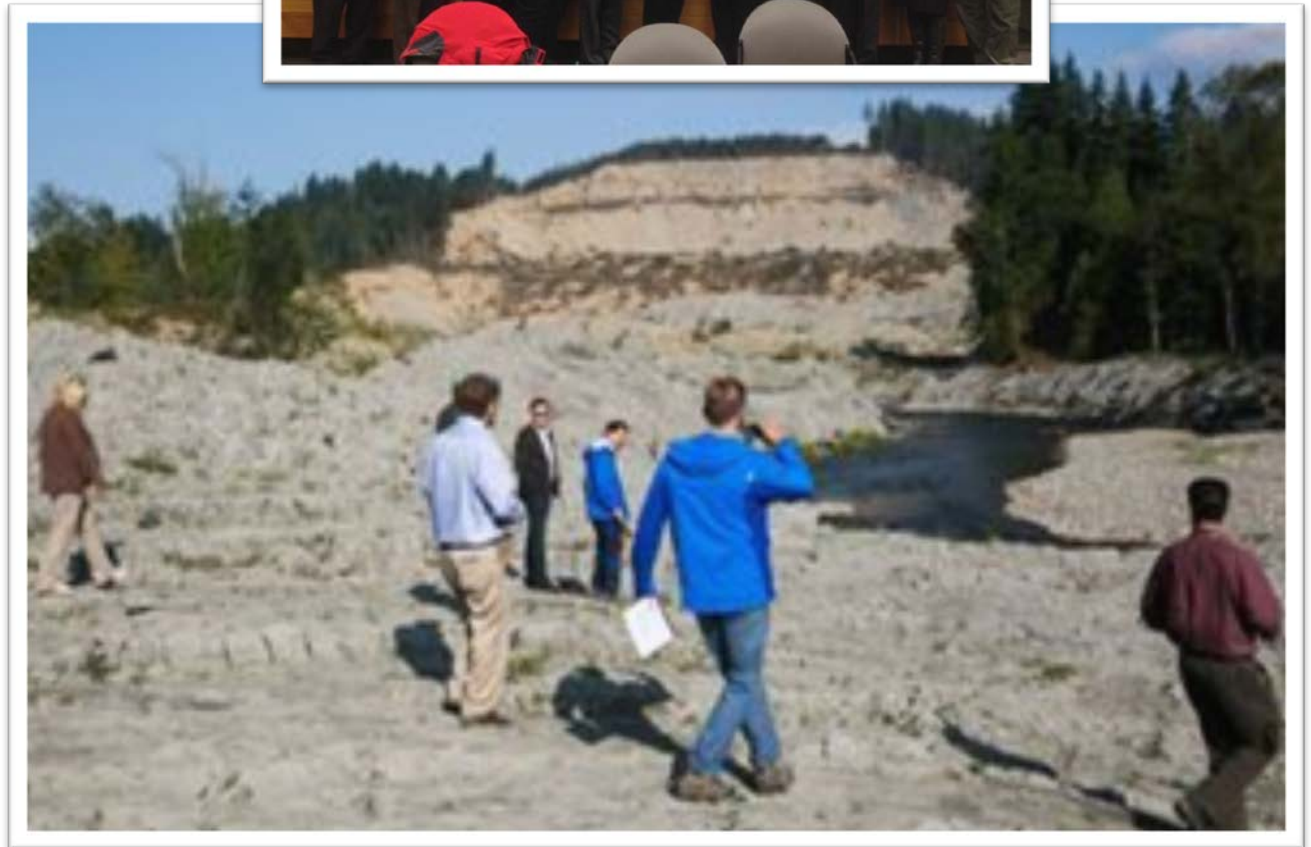
Chehalis Basin Flood Mitigation
Alternatives Report

July 16, 2012 — DRAFT

SR 530 Landslide Commission



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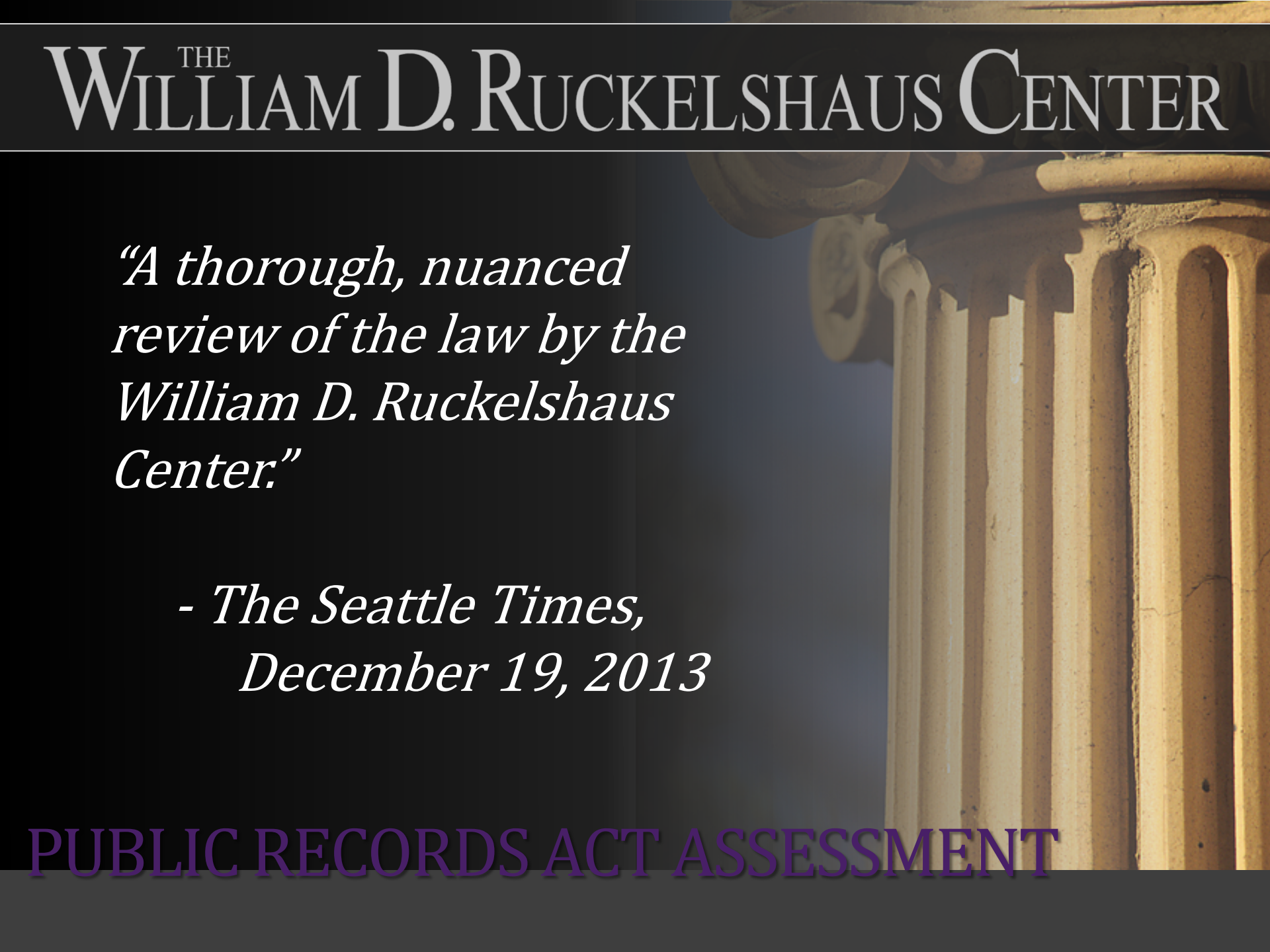
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“(The Public Records Act) is the strongest buttress for clean, transparent local governance. But it is under attack once again.”

*- The Seattle Times,
July 20, 2013*

PUBLIC RECORDS ACT ASSESSMENT

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The background of the slide features a photograph of classical columns, likely from a government building, with a dark blue gradient overlay on the left side where the text is placed.

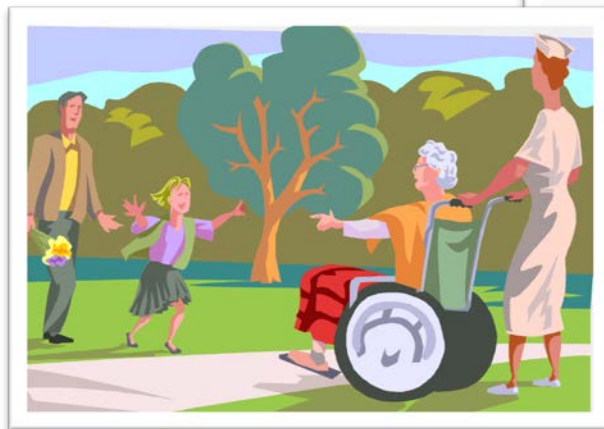
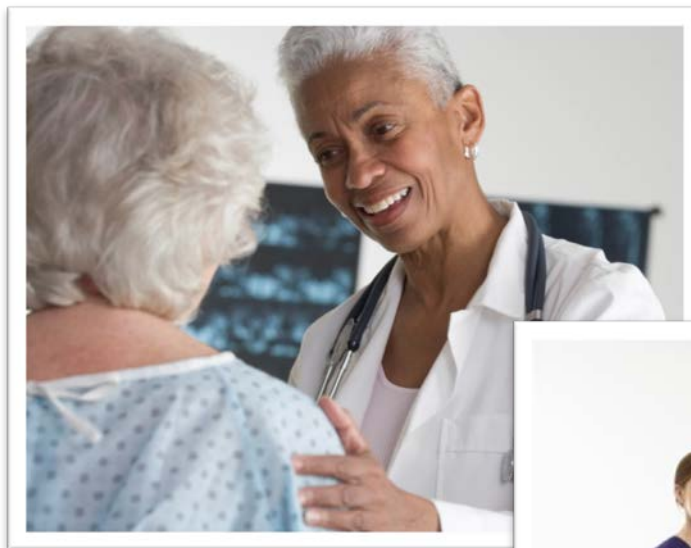
"A thorough, nuanced review of the law by the William D. Ruckelshaus Center."

*- The Seattle Times,
December 19, 2013*

PUBLIC RECORDS ACT ASSESSMENT

Eldercare Workforce

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Other Projects

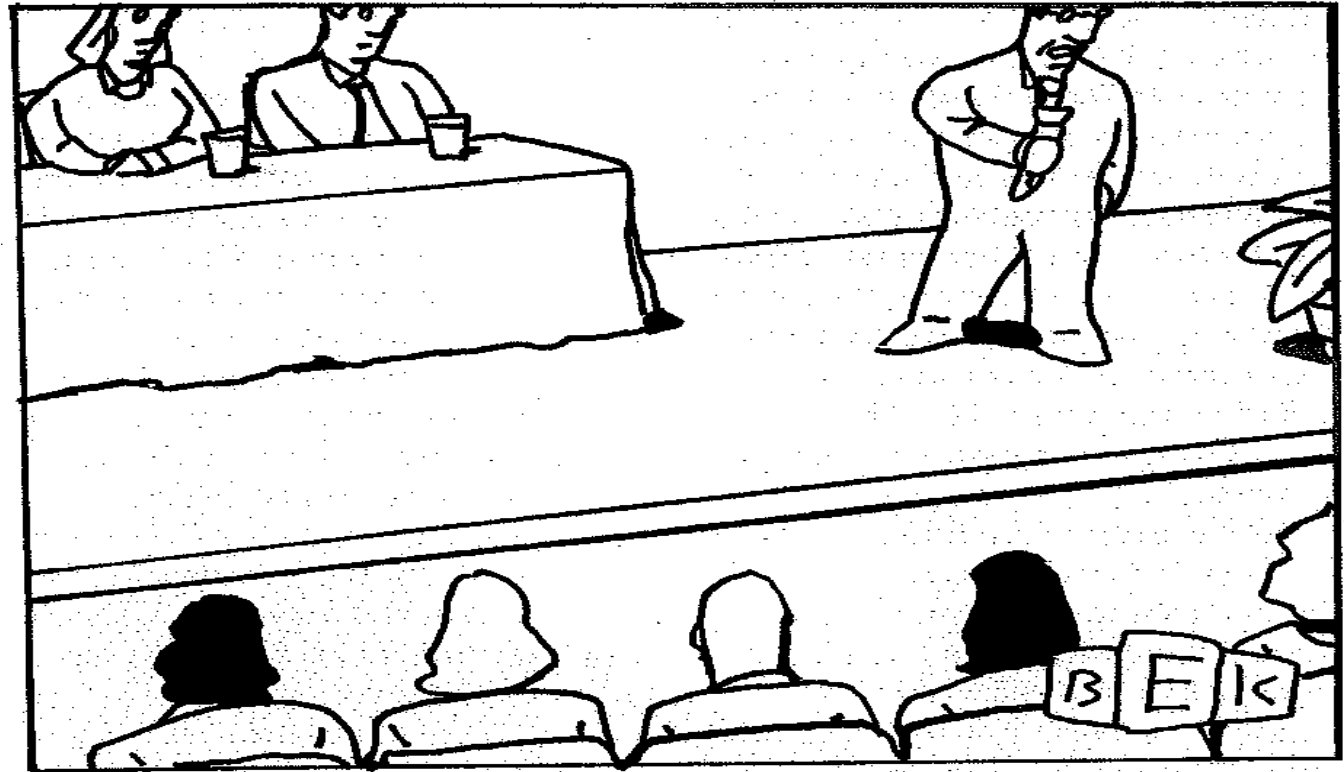
- **Capitol Lake Assessment**
- **Aviation Biofuels**
- **Health Care Policy Assessment**
- **Spokane River Toxics**
- **Columbia River Gorge Commiss.**
- **Puget Sound Monitoring**
- **Columbia River Salmon Assess.**
- **Tri-Cities Governance**
- **Civil Discourse/Collab. Training**

Recurring Lessons

- **Goals and objectives need to be clear, concise, and shared by those at table and those receiving the results.**
- **Start with a shared vision of the future.**
- **Include all whose support is needed for implementation.**
- **Determine if anyone has a “BATNA”**
- **Make sure everyone is at the table voluntarily.**
- **Avoid consensus “fallbacks.”**
- **Have a clear definition of consensus.**
- **Involve a neutral, third party facilitator.**

Thoughts/Questions/Discussion?

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"Afterward, there will be a short Q. and A. that will be just long enough for one person to take up too much of it."

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Tri-Cities Governance

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Tri-Cities Governance Study: Phase I



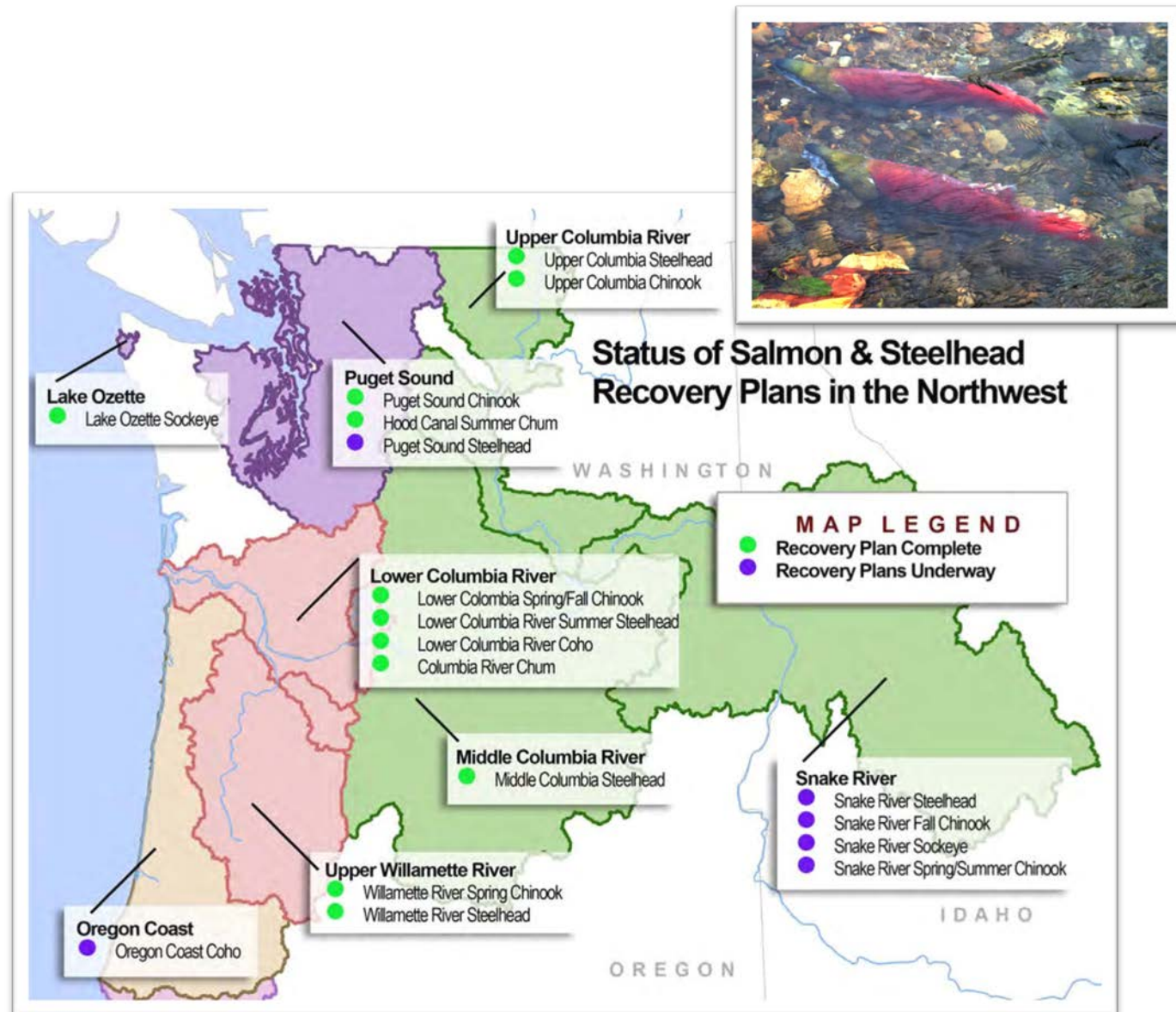
September 21, 2012

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Columbia River Salmon Assessment

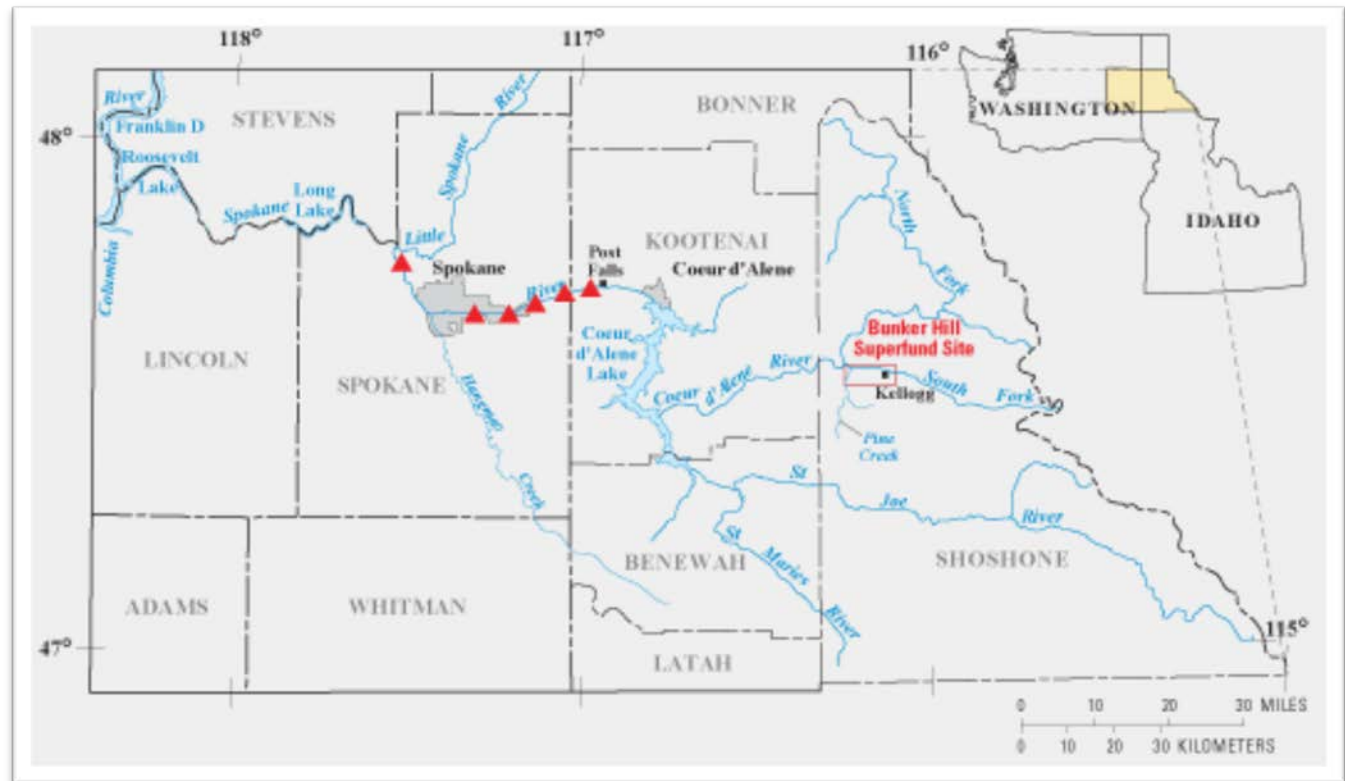
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Spokane River Toxics



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Columbia River Gorge Assessment

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- National Scenic Area created by Congress, Oregon and Washington
- Interviews with >80 individuals and groups
- Key themes and recommendations

Collaborative Engagement Assessment
Columbia River Gorge National Scenic Area



Assessment Report

September
2012



Why Collaborate? Why Involve Universities?

By Michael Kern

Several years ago, I participated in a gathering of conservation organizations devoted to the topic of whether collaboration is a good thing. Having spent my career creating opportunities for people to collaborate on complex policy challenges, I was a little surprised to learn that this was not only an open question, there was strong sentiment that the correct answer might be “no.” I wondered how the people voicing this opinion could see collaboration in a negative light (and what their marriages must be like!). Isn’t it—I thought—

to work more effectively with others on a common challenge?

As the meeting progressed, I realized that the skeptics were not thinking about collaboration in this general sense. They were using the term as shorthand for a specific set of processes in which their community was engaged, many of which had left them frustrated and cynical. I was using Webster’s first definition of collaboration: “To work jointly with others or together, especially in an intellectual endeavor.”¹ They were feeling pushed into processes they saw as poorly-designed and unlikely

to meet their needs. But they felt they needed to participate, if for no other reason than to prevent agreements from being reached that they found problematic. They feared the outcome would fit Webster’s second definition: “To cooperate with or willingly assist an enemy of one’s country and especially an occupying force.” In fact, one of them illustrated a newsletter article on a collaborative effort with a photo of the president of Nazi-occupied France!

I’ve thought about that gathering many times in subsequent years, especially

Michael Kern received an MPA from the UW Evans School of Public Affairs in 1995. He is the Director of the William D. Ruckelshaus Center, a joint effort between the University of Washington and Washington State University that fosters collaborative public policy in the State of Washington and the Pacific Northwest (more information available at www.ruckelshauscenter.wsu.edu). The Center is hosted by the Evans School and WSU Extension. Michael is on the US Institute for Environmental Conflict Resolution’s (ECR) roster of ECR professionals and has over 20 years of experience helping diverse groups reach common ground on complex public policy issues.

since taking the helm of a university-based center that fosters collaborative public policy. I've come to the conclusion that people are correct to fear poorly-designed collaborative processes, which can indeed be frustrating and counterproductive. However, I've also become more convinced that a well-designed collaborative process is not only a good thing, but in many cases the *only* thing that can help us overcome stalemates, deadlocks and conflicts (or even better, avoid them in the first place) and address our most complex public policy challenges.

This is because successful collaborative processes result in solutions that meet the needs of all involved parties, and provide them with incentive to work toward successful implementation. The alternative is each party or coalition seeking to press its advantage to a point where it can impose its preferred solution on the others. Then a

game of “king of the hill” begins—that entity or group tries to stay “on top,” while others try to knock it off and climb up themselves.

What, then, defines a well-designed collaborative process? That question has been answered more thoroughly elsewhere than I will be able to do here in 1,500 words.² There are a few basics that are especially worth pointing out. A well-designed collaborative process is one where the goals and objectives are clearly and concisely stated, and shared not only by the parties at the table but also those who will receive—and have the authority

People collaborate effectively only when they want to—or when they believe it is in their best interest to do so—not because they have to.

to act on—the results. Too often, in the race to resolve a conflict, we don't take the time to ensure everyone is working

toward the same end.

Establishing a shared vision is also a great way to move away from yesterday's and today's conflicts toward a picture of what the future will look like if we are successful. It is amazing how much common ground exists when people discuss their view of the desired future. Where we disagree is in our preconceived ideas of the best way to get to that future.

In a well-designed process, the parties at the table include all those whose support will be needed to implement the results. Does that mean you need absolutely everyone who has an interest or stake in the outcome? While that is certainly helpful (and often desirable), it is not always possible to get everyone to come to, or stay at, the table. But if someone not at the table has the ability to prevent an agreement from being implemented, you don't have everyone you need involved.

An effective collaborative process requires that none of the parties have what they see as a preferable alternative to a collaborative solution (known in the field as a BATNA, or best alternative to a negotiated agreement).³ All parties must be actively and creatively seeking solutions that work for themselves and others at the table. Ideally, that search is motivated by altruism, camaraderie and a sense of shared purpose. A more reliable motivation is recognition that no individual has the ability to unilaterally impose his or her preferred solution, or to implement that solution without the others' support. Participants need to be committed to the collaborative process, not participating with one eye on this process and the other on a legislative end-run, legal strategy or other alternatives.

This is one reason why I believe that it is generally not a good idea to make a collaborative process

mandatory. People collaborate effectively only when they want to—or when they believe it is in their best interest to do so—not because they have to. It is also why I am not a big fan of charters or ground rules that “hedge their bets” by including majority or super majority voting as a back-up if consensus is not achieved. That back-up plan can remove the incentive for participants to truly commit to addressing each other's interests and needs, not just their own.

I am, however, a fan of charters or ground rules that provide clarity from the start about how the process will be conducted, including a clear definition of consensus. Too many groups decide they will operate by consensus without clarifying what they mean by the term. A common definition that I've seen work well is the following:

The group reaches consensus when each member can say:

- *I believe that others understand my point of view.*
- *I believe I understand others' point of view.*
- *Whether or not I prefer this decision, I support it because it was arrived at openly and fairly and is the best solution for us at this time.*⁴

Another vital element in a successful collaborative process is a skilled, neutral third party. By this I mean one or more practitioners who do not have a stake in the outcome, are trusted by the parties, provide expertise in collaborative process and problem solving, and have the instincts and other qualities needed to help people communicate effectively and overcome obstacles. I have seen such practitioners come from a variety of backgrounds and institutional settings, and have worked in a number of those settings myself (sole practitioner, non-profit organization, private firm,

academic). Which setting is a preferable source of assistance depends on the situation.

This is certainly true regarding academic settings. At the William D. Ruckelshaus Center, we have criteria to assess whether a potential collaborative policy project is a good fit for our organization and its mission. Perhaps the most important of these is whether there is something unique about university involvement that adds value to the project and makes a successful resolution more likely.⁵ This can be for a variety of reasons. For example, universities can contribute applied research and fact finding that helps establish a common information base, addresses uncertainties, and is accepted as neutral where agency or private research may not be. Faculty, staff and affiliated practitioners may have valuable subject matter expertise, facilitation skills and relationships. Universities can

involve students, creating a culture of exploration and learning that contributes to creative solutions. Universities are a natural partner when there is a need or desire to incorporate case study or project evaluation elements.

Finally, it is often the case that universities are simply seen by the parties as an accepted and trusted convener. I've seen many occasions where individuals and groups will set skepticism aside and give a collaborative process a shot if invited to the table by a university. These situations provide universities with an outstanding opportunity to meet their community service mission, by helping parties explore new ideas, approaches and collaborative solutions.

¹ <http://www.merriam-webster.com/dictionary/collaborate>

² See for example Jim Arthur, Chris Carlson, Lee Moore, *A Practical Guide to Consensus*, Policy Consensus Initiative, 1999; or Dukes, E. Franklin, Firehock,

Karen. 2001. *Collaboration: A Guide for Environmental Advocates*. Charlottesville, Virginia: University of Virginia, The Wilderness Society and National Audubon.

³ Roger Fisher and William Ury. *Getting to Yes: Negotiating Agreement without Giving In*. (New York: Penguin Books, 1981), 104.

⁴ One of many sources for this definition is Florida Growth Management Conflict Resolution Consortium, June 1992.

⁵ The Ruckelshaus Center's project criteria are available at www.ruckelshauscenter.wsu.edu. For a fuller discussion of the value of universities in collaborative governance, see *Finding Better Ways to Solve Public Problems: The Emerging Role of Universities as Neutral Forums for Collaborative Policymaking*, Policy Consensus Institute, June 2005.

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UNIVERSITY OF WASHINGTON



"Collaborative problem solving is an enormously powerful approach to resolving conflicts; it holds great promise for better, faster and more sustainable policy decisions. With the combined resources of our premier research institutions, this center establishes an invaluable neutral forum for addressing some of our most complex and pressing challenges."

– WILLIAM D. RUCKELSHAUS

For more information on the William D. Ruckelshaus Center, please visit our web site at:
<http://RuckelshausCenter.wsu.edu>

about the center

Mission & Vision

The mission of the William D. Ruckelshaus Center is to act as a neutral resource for collaborative problem solving in the State of Washington and Pacific Northwest. The Center provides expertise to improve the quality and availability of voluntary collaborative approaches for policy development and multi-party dispute resolution.

The Center is a joint effort of Washington's two research universities and was developed in response to requests from community leaders. Building on the unique strengths of the two institutions, the Center is dedicated to assisting public, private, tribal, non-profit and other community leaders in their efforts to build consensus and resolve conflicts around difficult public policy issues. The Center also advances the teaching and research missions of the two universities by bringing real-world policy issues to the academic setting.

The Center envisions a future in which governmental leaders, policy makers, stakeholders and citizens in the state of Washington and the Pacific Northwest routinely employ the tools of collaborative decision making to design, conduct and implement successful public policy processes.

Services

The Center can:

- Provide a neutral and safe forum for parties to define and resolve issues
- Conduct a situation assessment to determine the most productive means of addressing the issues
- Provide facilitation, mediation, dispute resolution, project management, strategic planning and other services that help parties reach consensus and resolve issues
- Serve as an information portal for resources and research to be used by the parties
- Perform applied research and fact finding
- Provide knowledge, training, and infrastructure development to improve the collaborative problem-solving capacity of the parties and institutions
- Host policy discussions

"Compliments to the Ruckelshaus Center for helping us all to forge a path forward. We certainly wouldn't have gotten to this point without you."

—KAREN VALENZUELA
Governor's Chehalis Work Group



Projects

The Center offers assistance, training, and research to advance some of the most challenging issues in the state, including natural resources policy, socio-economic issues, and regulatory reform. The Center provides expertise in the process of defining the issues, enhancing the ability of stakeholders to address the substance of the issues and come to agreement.

Prior to conducting a project, the Center follows a deliberate approach of first seeking confidence of the affected and interested parties through consultation with key stakeholders. The Center's role is to improve understanding among parties and enhance the possibilities for progress on issues, rather than dictate an answer from the universities. The results belong to the parties themselves; the Center provides an independent forum and neutral resources that create the possibility for these results to take shape.

Governance and Funding

The Center is hosted at the University of Washington by the Daniel J. Evans School of Public Affairs, and at Washington State University by WSU Extension. The Center has offices in Seattle, Olympia and Pullman. It is overseen by an advisory board chaired by William Ruckelshaus and composed of prominent local and state leaders representing a broad range of constituencies and geographic locations in the region. Funding for the Center is sought from a mix of sources, including foundations, corporations, individuals, agencies, other state and federal sources, and fees for services when appropriate.

WSU Extension and UW Evans School of Public Affairs programs and employment are available to all without discrimination.

William D. Ruckelshaus Center

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RuckelshausCenter@wsu.edu

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Cindy Zehnder - Gordon Thomas Honeywell, LLP

Hans Zeiger - Washington State House of Representatives⁺

⁺ Ex-Officio Member

*Executive Committee Member

**Development Committee Member

Deliberative Dialogue

*Patrick Proden, Metro Regional Administrator
OSU Division of Outreach and Engagement*



Kettering Foundation Project Goals

- ▶ Deliver a deliberative issue guide on the future of rural communities to the Kettering Foundation and other partners.
- ▶ Engage national and regional partners in helping to frame the issue guide, with particular emphasis on connecting with Extension partners.
- ▶ Collect public concerns on the topic using cultural engagement processes along with traditional information gathering processes.
- ▶ Invite Extension partners, Centers for Public Life and others to hold deliberations in rural communities using the framed issue guide.
- ▶ Deliver a report to Kettering Foundation and other partners documenting successes, challenges, and outcomes of the framing process. Share findings with partners and rural development networks.

Kettering Foundation

- A nonprofit operating foundation rooted in the American tradition of cooperative research.
- Primary research question: what does it take to make democracy work as it should?
- Research is conducted from the perspective of citizens and focuses on what people can do collectively to address problems affecting their lives, their communities, and their nation.

www.kettering.org

*Kettering
Foundation*

Public Deliberation

Deliberation is a basic tenet of healthy democratic practice predicated on the idea that when citizens are closely involved in making decisions that affect them, it strengthens representation, transparency, and accountability, and can lead to citizen action and results.



Public Deliberation

A way of talking, thinking and acting together—
different from dialogue or debate



Deliberation is different . . .

Debate	Dialogue	Deliberation
Compete	Exchange	Weigh
Argue	Discuss	Choose
Promote Opinion	Build Relationships	Make Choices Together
Seek Majority	Seek Understanding	Seek Overlap
Persuade/Dig in	Reach Across	Common Ground
Tight Structure	Loose Structure	Flexible Structure
Express	Listen	Learn
Invest in Belief	Share Belief	Suspend Belief
Make Assumptions	Ignore Assumptions	Examine Assumptions
Defend Thinking	Share Thinking	Improve Thinking
Win/Lose	No Decision	Civic Agency

Wicked Problems

- Complex, interdependent issues
- Lack a clear problem definition
- Conflicting values and perspectives
- Multiple stakeholders
- No right/wrong, only better/worse
- Key to success is collaboration and engagement



Wicked Problems: Three part test

- ☐ Is the problem systemic?
- ☐ Does the problem require an ongoing response?
- ☐ Does the problem require multilateral action?



Complex public issues

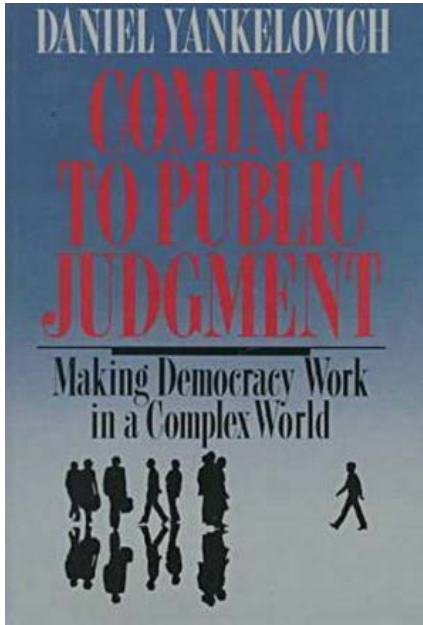
- Land & water use
- Environmental issues
- Education issues
- Social climate & diversity
- Energy issues
- Public safety
- Criminal justice system
- Economic development
- Alcohol and tobacco
- Health care

Good information is not enough

An informed public is deeply grounded in our political tradition and essential for our democracy to work. . . . Yet scientists, like leaders in other fields, have enormous difficulty engaging the public on critical issues . . . that can only be solved when good science, wise public policy and thoughtful public judgment all come together.

Daniel Yankelovich





Coming to public judgment

A three-stage process that obliges people to confront and overcome their own wishful thinking, engage and connect their deepest emotions and values to factual information, and create cognitive resolution through reasoned public judgment.

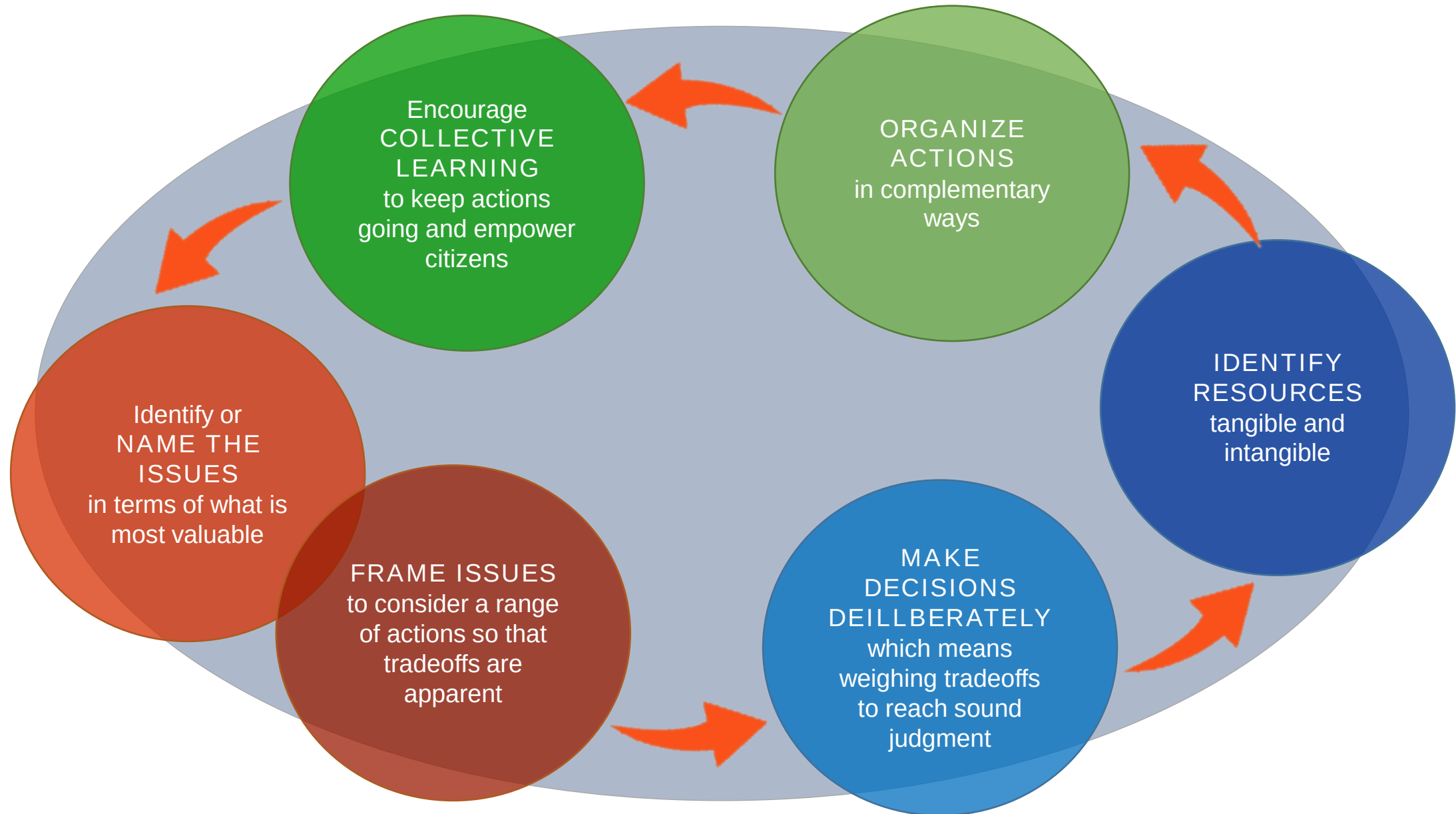
1. Consciousness-raising

2. Choice Work

3. Resolution

The arc of deliberative work

Adapted from *What Does the Kettering foundation Do? Research*, accessed online Feb. 3, 2015 at <http://kettering.org/wp-content/uploads/What-Does-KF-Do-2014.pdf>



Outcomes of deliberative forums

- o Advances richer forms of public participation
- o Engages citizens in meaningful dialogue on complex problems
- o Allows input on public issues that citizens care about
- o Collects information about where the public stands
- o Builds public awareness of tradeoffs and challenges
- o Augments participants' levels of knowledge about public issues
- o Cultivates trust and productive relationships among citizens
- o Fosters respect for diverse views
- o Increases levels of civic engagement and participation
- o Empowers people and builds civic capacity

Deliberative Dialogue Questions-Small Group

- 1) What are three words that would describe climate change from your lens?
- 2) Programmatically and from your expert lens what do you bring to bear in addressing climate change?
- 3) What resources exist w/in the university intellectual expertise Extension could bring to a community dialogue and/or response to climate change? Which ones are missing, needed?
- 4) Think of an action you could take in your current or existing program that would contribute to an overall Extension effort. Describe the action.
- 5) What role could community and external partners play in addressing the issues? Do you have insights as to how you and others could integrate the arts, humanities and design in the effort?
- 6) What are the issues/themes within climate change in your communities? What are commonalities across western cities the WCMER could help metro Extension address?
- 7) Thinking back through this discussion, what are other value points that can be offered to WCMER and the Western Extension programs as we forge ahead with initiatives that address climate change and other urban issues?

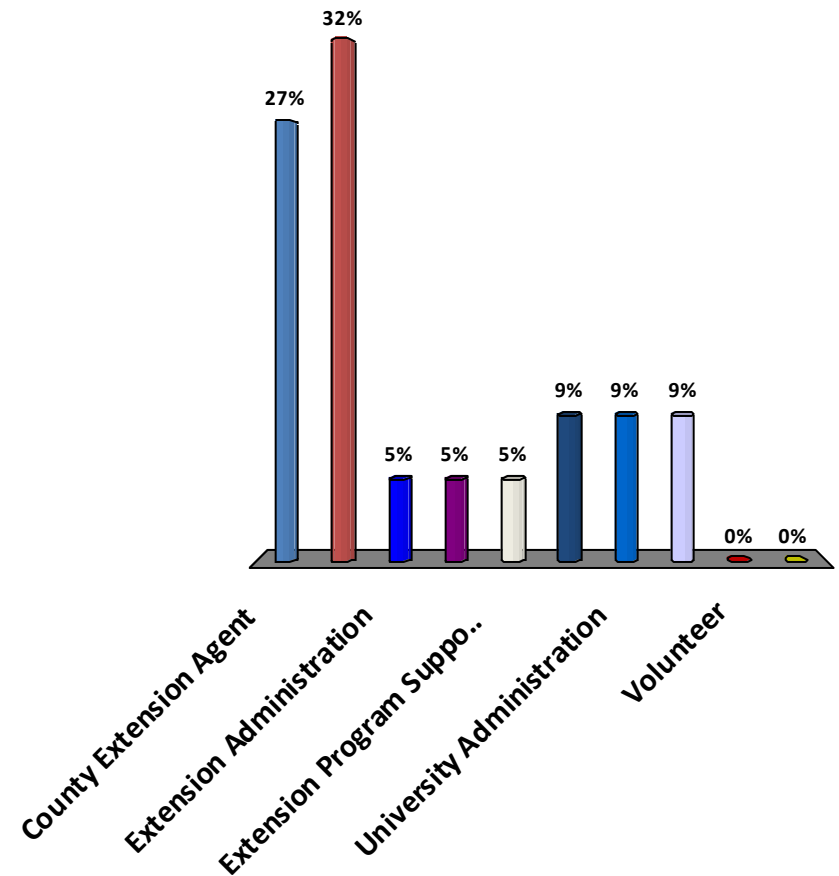
Front Yard Farm Stands

Imagining, Passing and Implementing a Residential Zoning Ordinance in Denver to promote fresh food access and home-based entrepreneurs.



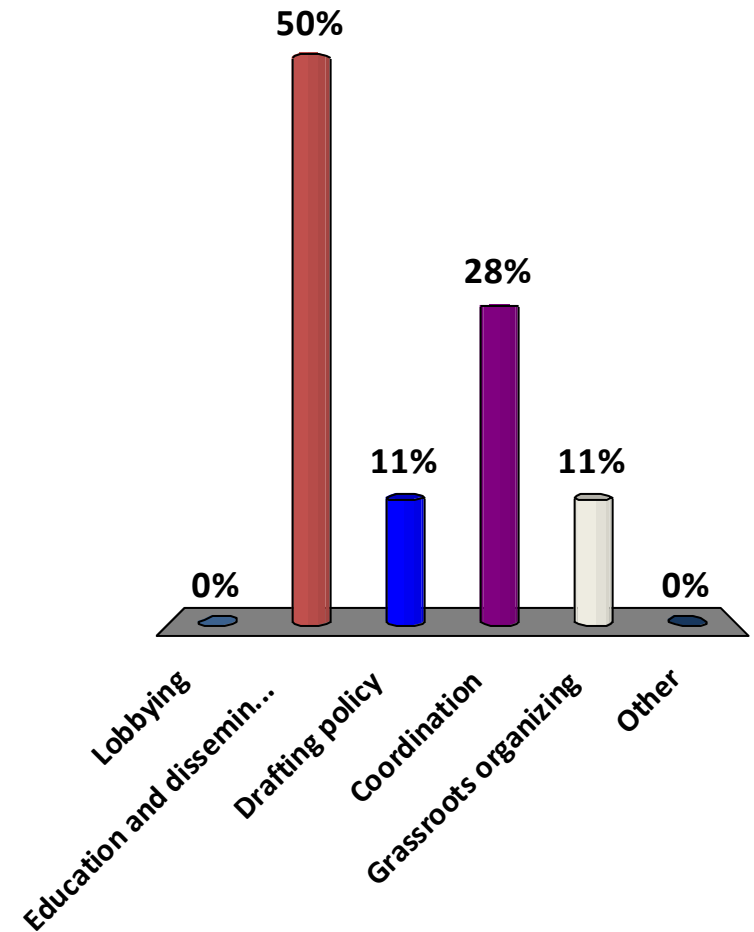
Who is in the room today?

- A. County Extension Agent
- B. County Extension Director
- C. Extension Administration
- D. Extension Specialist
- E. Extension Program Support Staff
- F. University Faculty (teaching, research or outreach)
- G. University Administration
- H. Advisor to Extension
- I. Volunteer
- J. Other



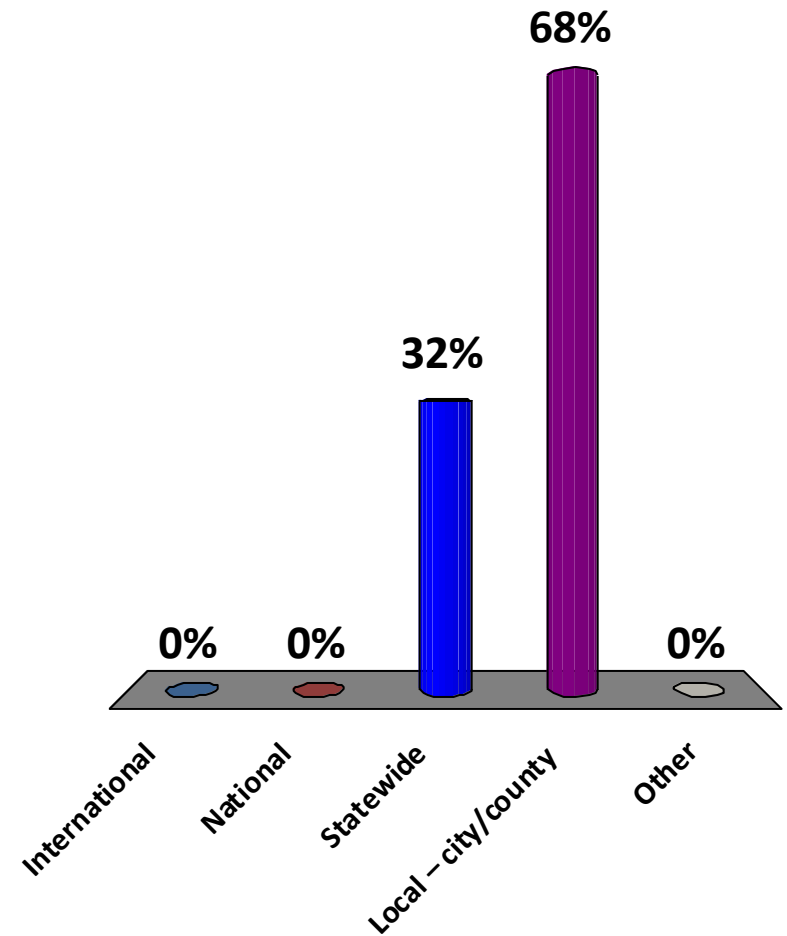
What type of policy-related work are you involved in?

- A. Lobbying
- B. Education and dissemination
- C. Drafting policy
- D. Coordination
- E. Grassroots organizing
- F. Other



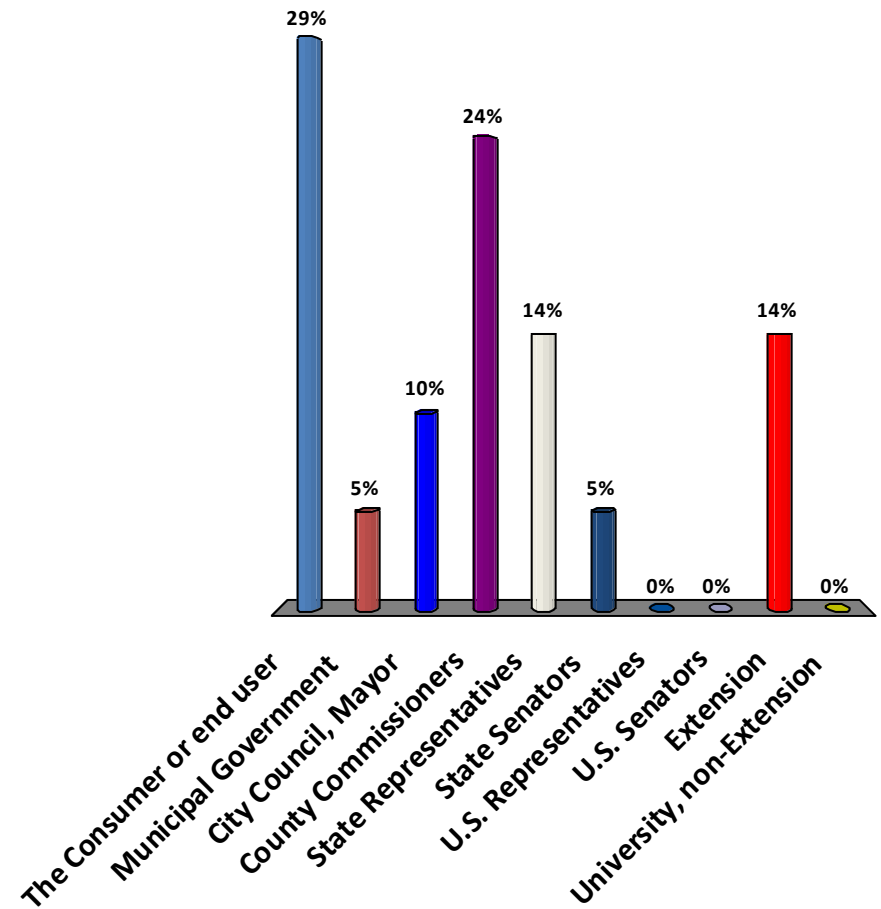
At what level of Policy work are you involved?

- A. International
- B. National
- C. Statewide
- D. Local – city/county
- E. Other



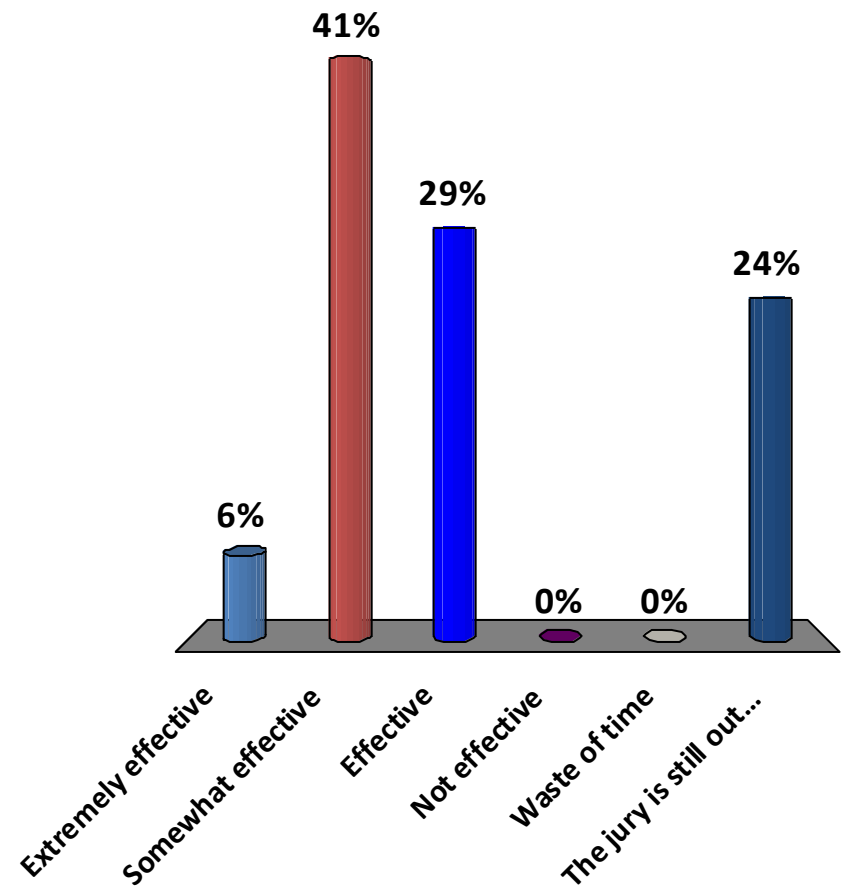
Who is your primary stakeholder(s) with regards to your policy work?

- A. The Consumer or end user
- B. Municipal Government
- C. City Council, Mayor
- D. County Commissioners
- E. State Representatives
- F. State Senators
- G. U.S. Representatives
- H. U.S. Senators
- I. Extension
- J. University, non-Extension



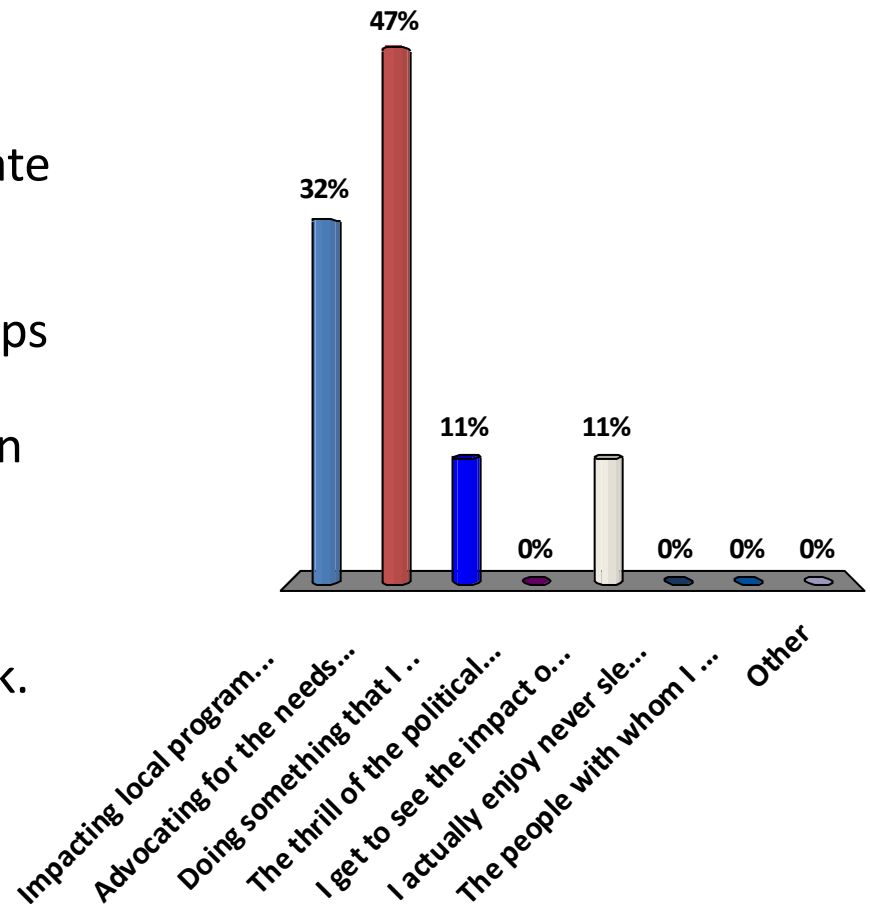
How effective do you think your policy efforts have been?

- A. Extremely effective
- B. Somewhat effective
- C. Effective
- D. Not effective
- E. Waste of time
- F. The jury is still out...



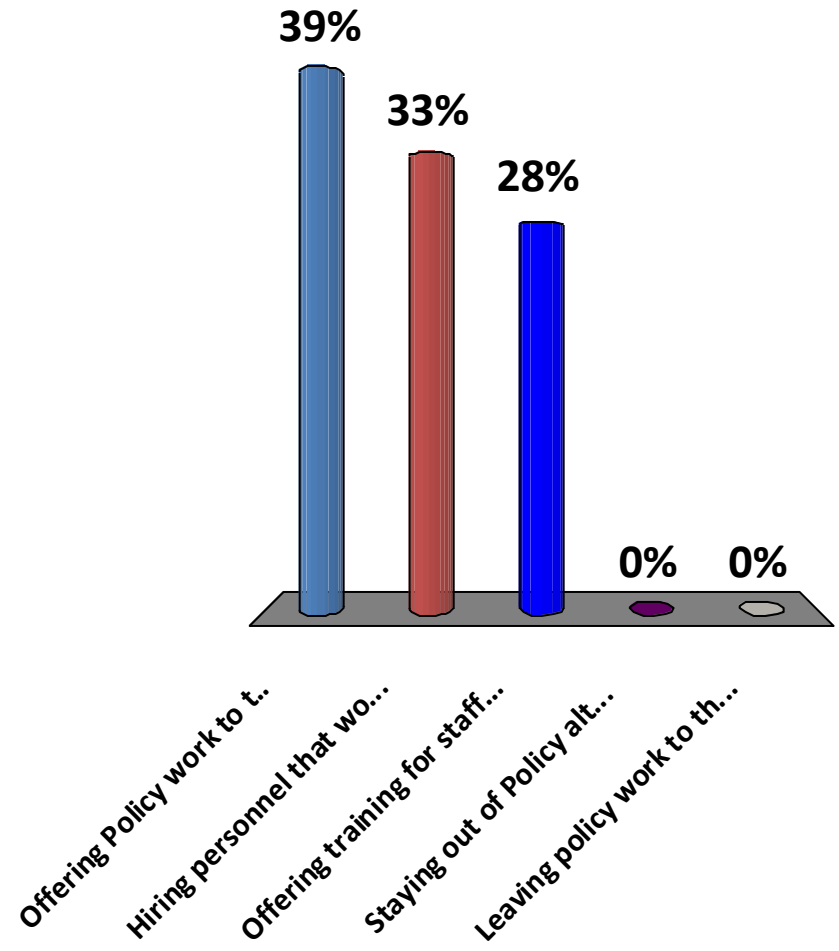
What is it about Policy work that excites you the most?

- A. Impacting local programming through Policy work at a 30,000 foot level.
- B. Advocating for the needs of people who don't have a voice.
- C. Doing something that I am passionate about through my day job!
- D. The thrill of the political or policy process is the energy drink that keeps me motivated!
- E. I get to see the impact of my work in the community.
- F. I actually enjoy never sleeping and being constantly available!
- G. The people with whom I get to work.
- H. Other



I believe that County Urban Extension offices should consider:

- A. Offering Policy work to the community as a core program area.
- B. Hiring personnel that would engage in Policy-related work at a (.75 FTE) level or above.
- C. Offering training for staff on the benefits and strategies of policy work.
- D. Staying out of Policy altogether.
- E. Leaving policy work to the State Extension office or the University.



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- The Demand for Local Food outpaces Supply.
- The Supply of Local Food is compromised due to limited Food System infrastructure like food hubs for food storage, processing, packaging, distribution, and transportation to retail outlets.
- The Colorado and Denver Food System is not very Resilient, and it depends heavily on imported food from California and International locations. In light of a disaster that ceased transportation, Denver would run out of fresh food very quickly, perhaps within a week or two. Other commodity and processed products would last longer, but would still be likely run-out within a month or so.

5 Elements of the Local Food System



2020 Denver Sustainability Goals

1. *Air Quality*
2. *Climate Change*
3. *Energy*
4. **Food**
5. *Housing*
6. *Land Use*
7. *Materials*
8. *Mobility*
9. *Water Quantity*
10. *Water Quality*
11. *Workforce*
12. *Health*



The Denver Food Goal

Grow or process at least 20% of the food purchased in Denver entirely within Colorado by the year 2020.



Getting from 1% to 20%

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3. *Fix the Broken Elements of the Food System*
4. *Hire a Full-Time, Manager of Food Systems for 3-5 years to coordinate and organize the effort.*

What did the City of Denver Do?

Denver City Council passed a new Residential Zoning Ordinance in the summer of 2014 to allow for fresh vegetables, fruits and Cottage Foods to be sold at a Front Yard Farm Stand, available for all Denver residents living in the city/county limits.

The operator of this home business must apply for a one-time \$20 Home Occupation Permit through the City of Denver Business Office.

There is no plan or resources currently in place to enforce permits.

What Did CSU Extension in Denver Do?

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3. Hosted complimentary programming:
 - Backyard Gardening and Food Safety Webinars (2)
 - Cottage Food Training (2)
 - Soil Health Awareness and Training Month in April
 - Teach Beginning Urban Farmer Class to 25 farmers per year.
 - Hosting “Ask An Expert” Booths for Food Safety, Backyard Gardening, Soil Science and Backyard Gardening.

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4. Advocated to the Mayor to create the Manager of Food Systems position. Serving on hiring committee.

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Lessons Learned

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- The advocates for this new policy seem to embrace it more than the general public wants to participate.
- Too much focus on low-income and Food Insecure neighborhoods. Needs to be better balanced.
- There should have been some budget money available to create a marketing or public outreach effort.

5 Tips for Policy Success at the Local Level

1. Identify a leader to carry the policy very early in the process.

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1. Identify a leader to carry the policy very early in the process.

- City Council members in relevant Districts, or at-large
- Newly elected officials looking for a quick win consistent with their values
- Elected Officials with stated platforms that are consistent with the proposed policy.

Denver City Council Member Robin Kniech. Robin carried the Denver Home Occupation Ordinance Change.



5 Tips for Policy Success at the Local Level

**2. Organize and coordinate an effective
Grassroots Movement and coalition of
supporters.**

5 Tips for Policy Success at the Local Level

2. Organize and coordinate an effective Grassroots Movement and coalition of supporters.

- Identify the active organizations, councils, commissions, advocacy groups and neighborhood leaders who have similar values and goals. Create deliberate relationships and get on schedules of existing meetings already taking place.
- Be Patient! Understand that Policy changes may take 1-3 years.
- Create a schematic or diagram that shows all of the linkages, overlaps and synergies.
- Assign a point person or organization to keep efforts coordinated.
- Launch a Social Media campaign.

Dana Miller from Grow Local and Produce for Pantries; Shannon Spurlock from Denver Urban Gardens. Both are Co-Chairs of the Denver Sustainable Food Policy Council.



5 Tips for Policy Success at the Local Level

**3. Be Flexible about how to craft the language
and where it is best located!**

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**Mayoral Platform
20% Local Food Shift
4 Years to Make Progress**



**Fresh Food Access to Low-
Income Neighborhoods
and Food Deserts**



Zoning Code Changes



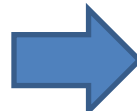
**Front Yard Farm Stands in
the City and County of
Denver**



**Fresh Produce and Cottage
Foods Sales Home
Occupation
Zoning Code 11.9.1**



**Home Occupation
Ordinance
Denver Zoning Code
Section 11.9.1**



5 Tips for Policy Success at the Local Level

4. Show-Up when it is Time to Act!

5 Tips for Policy Success at the Local Level

4. Show-Up when it is Time to Act!

- City Council Public Comment Opportunities and Hearings, Planning Department Public Meetings, House and Senate Public Comment or Testimony, Readings of the Policy.
- Create a Theme, Tagline or Motto. Be direct, deliberate and have it make sense. Denver used the “Carrot Caucus!”
- Provide constant reminders and coordination for people and entities to ensure a critical mass of public support at the appropriate times.



5 Tips for Policy Success at the Local Level

5. Celebrate and Embrace Your Success!

5 Tips for Policy Success at the Local Level

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The Urban Extension Continuum



Traditional County Extension Office

- Long-term Agents/experts
- Traditional 4-H programming
- County funding and grant support
- Slow to change
- Top-down hierarchy from campus
- Primarily based on large scale Agriculture
- High relevance in rural areas



The Urban Center Model

- Short-term, high-impact contracts
- Enterprise-oriented, programs self-supporting
- Food Systems, Urban Ag, sustainable systems
- Community/Economic Development
- Convening community conversations
- Diverse audiences, younger demographic
- Volunteers multiply impact
- Decentralized, local control, regional in nature
- Adapts to changes quickly, high urban relevance

TRADITIONAL

URBAN/METROPOLITAN

Sustainable Systems

CSU Denver Extension

Building Community

Water

Food

Urban Center Projects Concept

Government Leadership

Capacity

Denver CSU Extension Office

Horticulture
Urban Ag

Nutrition

Urban Center Projects

4-H Youth Development

Evaluation Studies

Applied Research

Train Youth Organizations

Nonprofit Business
Training, Boards,
Feasibility

Community Development
•Convening/facilitating community
meetings

Municipal Contracts
•Research
•Leadership
•Consulting-type projects

Project Selection Criterion

- Is it an important, multi-party issue?
- Is the issue or problem ripe in the community?
- Are the authority figures willing to listen and implement recommendations?
- Are there adequate resources available, or does it pay for itself?
- Is the "Center" the most appropriate place for the project?
- Does the University bring something unique to the table?
- Is the project shorter-term so that we could build a team around it?



Each Project has:

- Scope
- Cost Recovery
- Recurring or Master Contract
- Project Coordinator & Team

The Denver Extension Hot Shot Program

Specialties of the 2015 Denver Extension Hot Shots

- **Kyle Garratt** - Communications, Social Media, Website Presence, Marketing Plan, Media, Promotion, Design, Narratives, Communications Audit
- **Kristin Gaspar** – Urban Agriculture, Sustainable Communities, Environmental Sustainability, Community Planning, Food Systems, Community Resilience
- **Stephen Cochenour** – Production Agriculture, Calculating Production Yields, Urban Farm Consultation, Operating a Business, Business Start-Ups, Developing a Business Plan, Food Systems, Restaurants, Local Food Sourcing
- **Karin Niedfeldt** – Food Safety, Cottage Food Training, High Altitude Cooking, Food Preservation, Canning, Globeville/Swansea/Elyria Programming, Diabetes Prevention, Health, Family & Consumer

The Denver Extension Hot Shot Program

A Hot Shot Is:

- Considered an **expert in their respective field(s)**. They all possess a minimum Bachelor's or Master's degree in their field(s) and have demonstrated successful field experience.
- Considered a part of a **“Think Tank Team”** at Denver Extension to help us expand our deliberate Urban Extension programming opportunities and relevance.
- A friend of Denver Extension with an **established relationship** and **spotless credibility**.
- Provided a Denver Extension **nametag and matching staff vest**.
- Invited to attend all **staff meetings**, and any staff event, party or pot-luck.
- Expected to provide a valuable and specific program-area **talent** that we currently **do not have** available on staff.
- Will work on an **as-needed and requested** basis.
- Will be paid as a **non-student CSU hourly** staff.

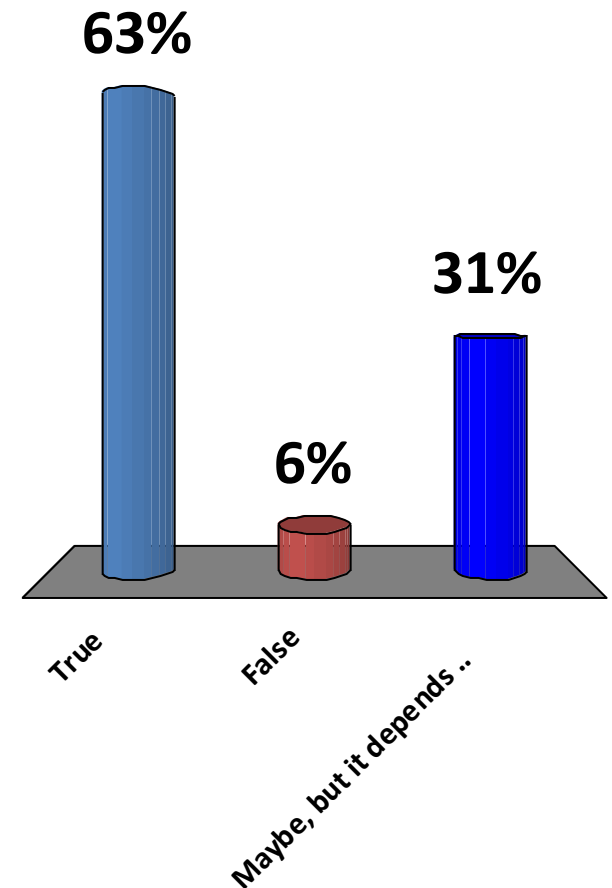
The Denver Extension Hot Shot Program

A Hot Shot Is (continued):

- Will provide direct expertise or **advice to the Director or Program Staff**.
- Is encouraged to offer programming that will generate **user fees that cover expenses** and time spent on the project.
- Is provided certain flexibility and is encouraged to bring **new ideas** to the Director and Staff.
- May be called-upon to conduct specific **research** as needed, like a literature review, examination of Best Practices, or as part of an applied-research project.
- Hot Shots are engaged on a **Year-to-Year** basis, and if either party needs to disengage or discontinue the relationship, then a one-week written notification is necessary by either party.

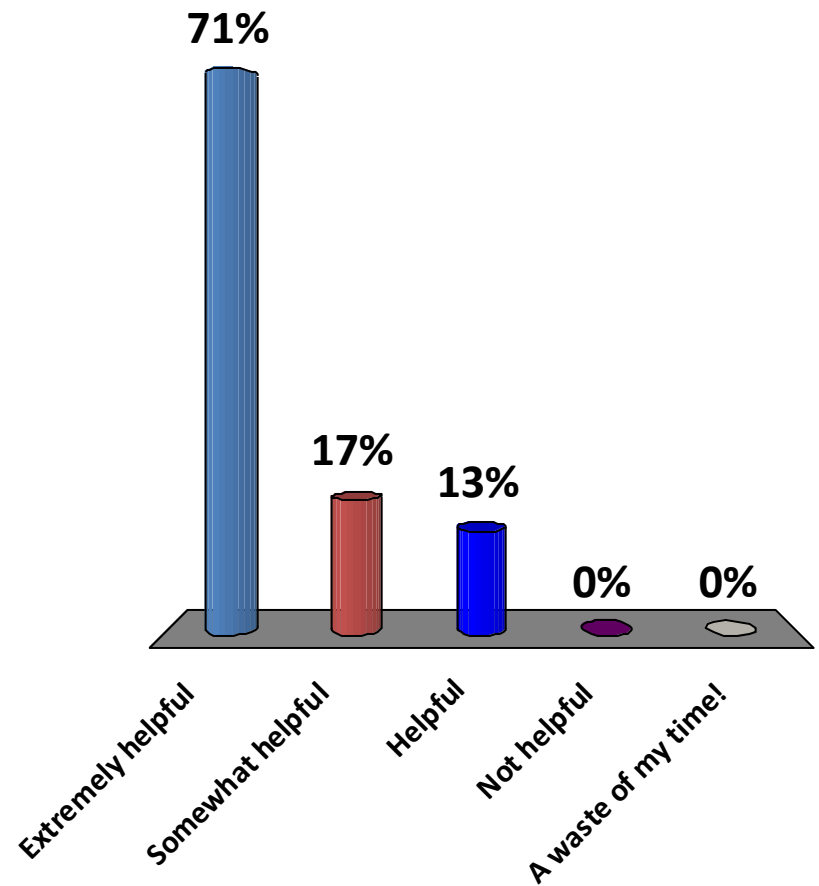
I think a Home Farm Stand Ordinance would be effective in My Community.

- A. True
- B. False
- C. Maybe, but it depends on many factors



I found the information from this presentation to be:

- A. Extremely helpful
- B. Somewhat helpful
- C. Helpful
- D. Not helpful
- E. A waste of my time!



Thank you!

Rusty Collins

County Director of CSU Extension in Denver

russell.collins@denvergov.org

(303) 547-2881



Colorado State University
Extension



DENVER
THE MILE HIGH CITY

Fresh Produce and Cottage Foods Sales Home Occupation
A Guide to Get Started

The Colorado Cottage Foods Act, passed in 2012, allows small-scale residential preparation and sales of food products without food licensing. The fresh produce and cottage food sales home occupation (at-home business) permit implements the Cottage Foods Act in Denver by allowing the retail sale of fresh produce and cottage foods produced by the seller on residentially zoned land. Produce includes herbs and whole, uncut fruits and vegetables that were grown by the person selling them. All cottage food products must be labeled so that they may be traced to the seller, must be sold directly to the consumer, and may not be sold for resale (wholesale). Produce grown at an urban farm, a community garden or on another person's land may also be sold at the grower's place of residence.

Who Can Apply for a Permit?

- Any owner or renter who lives in Denver may apply for a permit. No proof of residency is required.
- Denver properties have different home occupation rules, depending on their zone district. Learn more at www.denvergov.org/homebusiness.

How to Apply for a Permit

- Review the home occupation rules and limitations, found in *Section 11.9.2* of the Denver Zoning Code at www.denvergov.org/zoning
- Fill out, sign and turn in a *Home Occupation Application*, which can be found at: www.denvergov.org/homebusiness.
- Pay a one-time \$20 fee. Cash, check or credit cards are accepted at the City of Denver's Development Services permit counter; checks are accepted by mail

In Person	By Mail	By Email
Development Services Permit Counter (sign in at kiosk for "Commercial Zoning") Webb Municipal Building, 2 nd floor 201 West Colfax Avenue For current hours and more, visit www.DenverGov.org/DS	Development Services 201 West Colfax Avenue Dept. 205 Denver, CO 80202	Send your application form to: zoningreview@denvergov.org with "New zoning application" in the subject line.
<i>Receive permit on the same day</i>	<i>Permit may be issued several days after application is received</i>	<i>Permit may be issued several days after application is received</i>

What are the Rules for this Home Occupation?

- Sales may only be conducted between 7 a.m. and dusk.
- Sales allowed indoors or outdoors. Only temporary, portable furniture is allowed (example: tables, stands and umbrellas) for outdoor sales and must be taken inside between dusk and 7 a.m. daily.
- Sign rules for all home occupations apply. Signs must be flat, attached to a wall or window of the home, and cannot be more than 100 square inches in size. One sign is allowed per street front (one sign for most lots, two signs for a corner lot). No moving signs and no lit sign(s) are allowed.
- Home occupations do not require parking spaces. No sales tax is required and sales prices are determined by the seller.

Foods Allowed By the Colorado Cottage Foods Act

Foods Allowed for Sale	Foods NOT Allowed for Sale
Certain baked goods that don't require refrigeration (including dry cake mixes and granola bars)	Marijuana, or marijuana-infused food products
Candies (and prepackaged cotton candy)	Prepped, washed, cut and/or bagged fruits and vegetables or juices made from these ingredients
Teas	Baked goods such as cream, custard or meringue pies and cakes or pastries with cream cheese icing or filling; fresh pasta; sourdough bread starter
Herbs and spices	Fresh or dried meat or meat products including jerky
Nuts and seeds (including roasted coffee beans)	Canned fruit, vegetables, flavored oils, salsas
Jams, jellies, and preserves	Fish and shellfish products
Honey	Canned pickled or fermented products (e.g., corn relish, pickles, kimchi or kombucha)
Dehydrated produce	Raw seed sprouts
Whole, fresh eggs	Milk or dairy products including hard or soft cheeses or yogurt
	Ice or ice products
	Barbeque sauces, ketchups or mustards
	Focaccia-style breads with vegetables or cheeses

Requirements of the Colorado Cottage Foods Act

1. Food Safety Course Requirements

A producer must take a food safety course that includes basic food handling training and is comparable to, or is a course given by, the Colorado State University (CSU) Extension or a state, county, or district public health agency, and must maintain a status of good standing, including attending any additional classes if necessary.

- Many courses and training options are available and range in cost from \$10 to \$120.
- View training options at www.cofarmtomarket.com/value-added-products/cottage-foods.
- For trainings in English, Español, 普通话, 한국어, Việt, and ASL, click on: www.statefoodsafety.com and see "Food Handler Training"

2. Labeling Requirements

Products must have a label and be traceable to the seller. Labels should include:

- The name of the product, the producer's name address, telephone number and email, where the food was prepared or grown, the date the food was produced and a complete list of ingredients.
- The disclaimer: *"This product was produced in a home kitchen that is not subject to state licensure or inspection and that may also process common food allergens such as tree nuts, peanuts, eggs, soy, wheat, milk, fish and crustacean shellfish. This product is not intended for resale."*
- Egg cartons should include the origin of the eggs and the packing date. Unless the eggs were treated to prevent salmonella, the label must include the following: *"Safe handling instructions: To prevent illness from bacteria, keep eggs refrigerated, cook eggs until yolks are firm, and cook any foods containing eggs thoroughly. These eggs do not come from a government-approved source."*

3. Sales Limits

- Total net value of sales must be limited to \$5,000 per item (for example, \$5,000 per spinach, etc).
- Limit sales of whole, fresh chicken eggs to less than 250 dozen per month.

For more information: Visit the Denver Sustainable Food Policy Council at www.denversfpc.com, the Denver Development Services' home business page at www.denvergov.org/homebusiness, or call 311.



Best Practices for Planting, Growing, and Harvesting Fresh Produce

The Denver Sustainable Food Policy Council is a City of Denver Board and Commission

Best Practice #1: Reduce Fresh Produce Contamination

Planting & Production

- Think about the growing site - previous use, topography, and wind patterns.
- Treat manure and biosolids before putting them on a growing area because they contain harmful microorganisms. Store manure as far away as practical from production and handling areas.
- Keep animals and manure away from growing areas. Pets and domestic animals should be kept separate from produce growing areas, production facilities, and surface water used for irrigation.
- Think about the safety of water used - municipal drinking water is the safest source and can be applied at any time using any method.

Harvest

- Have sanitary toilet facilities readily accessible.
- Remove as much soil from produce as practical before selling.
- Do not harvest or handle produce if you have diarrhea, vomiting, fever, or infected wounds.
- Do not use tobacco products in growing areas.
- Use cleanable containers such as plastic baskets, plastic bowls, or coolers.
- Clean all containers, scissors, and other harvesting tools with warm, soapy water prior to harvest.
- Sanitize tools with a solution of 1 teaspoon bleach per quart of water, allow to stand for several minutes, rinse with water, and air dry.

Post-Harvest

- Keep harvest containers covered.
- Handle produce carefully during any loading or unloading to prevent damage.
- Transport produce only in a clean vehicle.
- Do not allow washed produce to contact the floor or soil.
- Use only potable water for washing, waxing or cooling harvested produce.
- Keep areas inside and outside packing areas clean and free of pests.
- Ensure toilet, hand washing and personal hygiene practices are followed during harvest and post-harvest.

For more information about safe produce handling, please visit the Colorado Farm to Table Food Safety website at www.farmtotable.colostate.edu.



Best Practices for Planting, Growing, and Harvesting Fresh Produce

The Denver Sustainable Food Policy Council is a City of Denver Board and Commission

Best Practice #2: Test the Soil

Soil testing is not required but is strongly advised.

Soil test kits are available in the following locations:

- Colorado State University (CSU) Denver Extension office, 888 East Iliff Avenue, Denver.
- City and County of Denver, Webb Municipal Building, 201 W Colfax Ave, Denver. Kits may be picked up at the same time the home occupation permit is acquired.

To work with CSU Extension to test your soil, including for the possible presence of metals, follow the steps below.

1. Follow this link: www.soiltestinglab.colostate.edu
2. Choose the link and instructions for "Horticultural Applications for Gardeners." The first two pages are essentially an order form.
3. Answer all the questions on the form to assist CSU in interpreting the results of the soil test.
4. Many owners will want to request the "Routine + Chromium, Molybdenum, Cadmium, Lead" analyses. The total cost is \$41.
5. Follow the instructions on the third page, which are very thorough, to collect the composite sample and mail it to CSU.

Question about soil safety? Learn more at United States Environmental Protection Agency (EPA):
www.epa.gov/brownfields/urbanag/pdf/bf_urban_ag.pdf

Concerns about a Superfund or other EPA-governed site? Call the Colorado Department of Public Health and Environment (CDPHE) at 303-692-3411 for more information. CDPHE has access to a complex database and can provide information for specific addresses affected by these sites.

General yard, garden and horticulture questions? Contact the CSU Denver Extension office at (720) 913-5270 to speak with a horticulture agent or visit the website at www.denver.colostate.edu.



Legalization of Mini-Goats in Seattle

It started with an email:

Dear Councilmember Conlin,
My name is Jennie Grant, and I live in the Madrona neighborhood. I wanted to see if you can help me. I have owned two goats for about 8 months and just recently the Department of Planning and Development notified me in writing that my goats are illegal. The City has said that I must get rid of them within 30 days....

The next chain of events...

What are
mini-goats?
Why are
only some
animals
considered
pets?



What are
our current
laws?



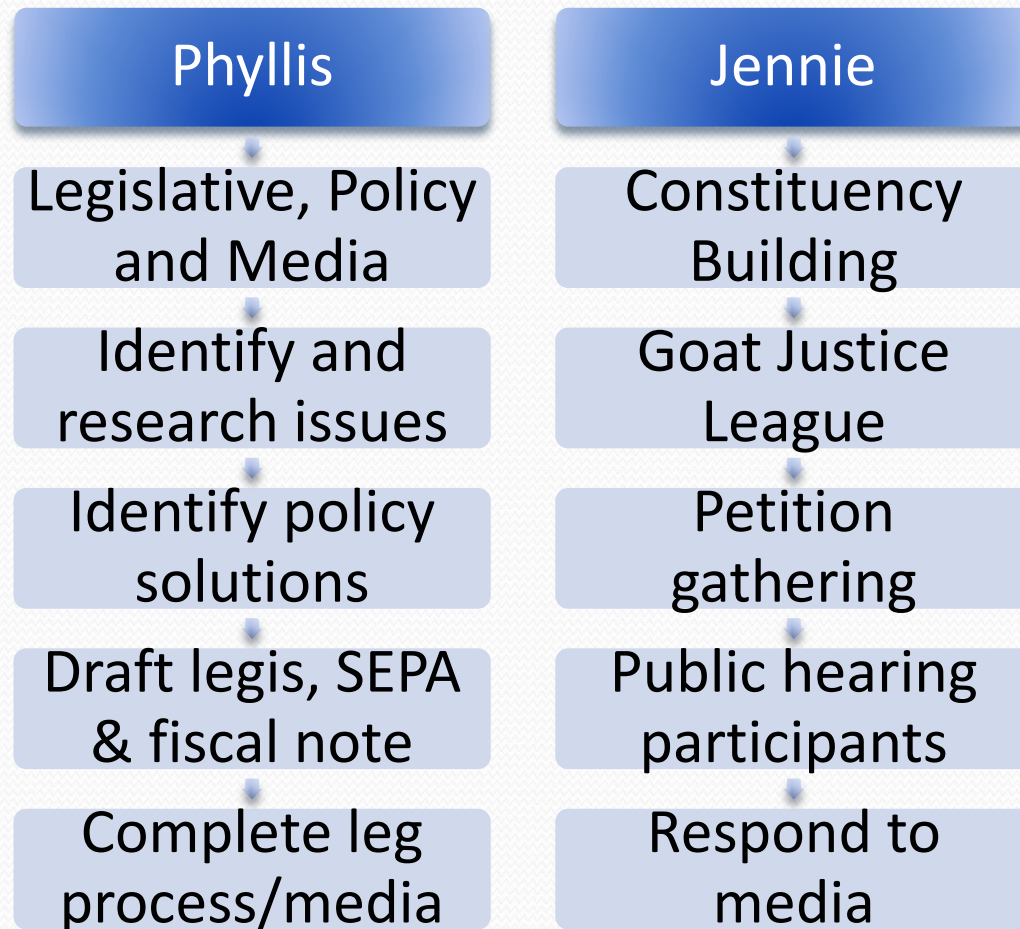
Why not
legalize
them?



Call Jennie...



Devising the plan



Jennie's story...



*Petition to
support
legalizing
mini-goats in
Seattle...*



Phyllis' story...*while coordinating with Jennie*

ID potential issues/contact animal control/licensing?

Request public health analysis

ID policy solutions to issues

Draft legislation, SEPA checklist, fiscal note

Write and present briefing paper to Council Committee

Hold public hearing and consider public comment

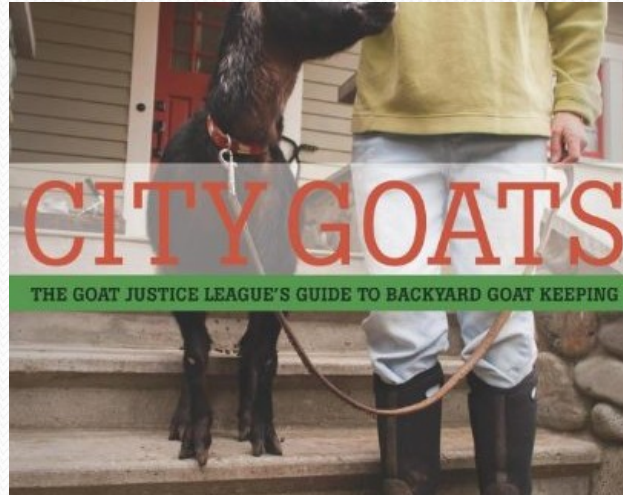
Handle media message and requests

Hold Committee vote

Brief individual Council members

Full Council Vote

Jennie's story continues..



Mini-goats demand legal status elsewhere...



Mini-goats now in Seattle...

Somewhere between 50-70 mini-goats live in Seattle.

Very few complaints and none abandoned.



Public Health comments on proposed city of Seattle ordinance to allow miniature, dwarf and pygmy goats as pets

Analysis prepared by Public Health—Seattle & King County -- August 8, 2007

- **Environmental Health Services Division (Zoonotic Disease Program)**
- **Prevention Division (Communicable Disease/Epidemiology Section)**

**Contact: Sharon G. Hopkins, DVM, MPH – Public Health Veterinarian
(206)263-8454 or Sharon.Hopkins@kingcounty.gov**

Public Health has been asked to review and comment on public health concerns related to a proposed City of Seattle land use and zoning ordinance to allow keeping of miniature, dwarf, and pygmy goats and providing for licensing and licensing fees for these animals. Veterinary and medical epidemiology staff from Communicable Disease/Epidemiology and Environmental Health conducted a review of relevant scientific literature and of other city ordinances and submit the following comments and recommendations.

Background: Proposed ordinance

The proposed ordinance that we have reviewed is Version 3 dated 7/17/2007. It was provided to us by Phyllis Shulman of Seattle Councilmember Richard Conlin's office. We have also been contacted for comments by Don Jordan, Executive Director of Seattle Animal Shelter and Mike Podowski, Land Use Policy Supervisor at Seattle Department of Planning and Development.

The draft ordinance includes following provisions:

23.42.052 Keeping of Animals

The keeping of small animals, farm animals, domestic fowl, bees and miniature goats, is permitted outright in all zones as an accessory use to any principal use permitted outright or to a permitted conditional use, in each case subject to the standards of this Section.

Miniature Goats. The types of goats commonly known as Pygmy, Dwarf and Miniature Goats may be kept as small animals, provided that male miniature goats are neutered and all miniature goats are dehorned. Nursing offspring of miniature goats licensed according to the provisions of this Code may be kept until the offspring is weaned without violating the limitations of subsection A.

9.25.022 Definitions

"Miniature goat" means those types of goats commonly known as Pygmy, Dwarf and Miniature Goats

9.25.053 Potbelly pig and miniature goat licenses

Miniature goats. Within thirty (30) days of entry of any miniature goat into the City of Seattle, the owner of the miniature goat must obtain a valid license for such animal with the exception of nursing offspring born to a licensed miniature goat. A valid license must be obtained for offspring of a licensed miniature goat upon being weaned. Along with the fee for the license or renewal, the owner must present proof that the miniature goat is dehorned, and if the miniature goat is male, that it is neutered.

9.25.084 Offenses relating to control

It is unlawful for the owner to permit any miniature goat to leave the owner's premises except for purposes of transport.

9.26.020 Cat, dog, or goat license fee--Renewal

Annual license Miniature goat...\$20

Annual license with a 12-month renewal....\$30

Public Health—Seattle & King County analysis

Keeping of goats as pets or for meat or milk production is not without some public health risk. Pathogens that have been documented in the scientific literature to be transmitted from goats or

goat products to people include *E. coli* O157:H7, *Toxoplasma*, *Salmonella*, *Campylobacter*, *Brucella*, *Streptococcus*, *Listeria*, *Coxiella* (Q fever), Orf virus, and others. See the attached Tables for summaries of some goat-associated outbreaks. Most of the reports of gastrointestinal outbreaks were associated with goats in animal exhibits (petting zoos, farm tours, field trips, and zoos) or consumption of unpasteurized (raw) goat milk or cheese. Single cases occur more frequently than outbreaks, but usually are not reported in the scientific literature. One King County child was infected with *E. coli* O157:H7 several years ago while visiting her grandparents, who kept a small pen of goats in their backyard.

Transmission of infections from goats to people can occur through the fecal-oral route (*E. coli*, *Salmonella*, others), from exposure to birthing fluids or placental tissues (Q fever, brucellosis), through direct contact (Orf virus), or through consumption of milk or milk products that have not been pasteurized (*E. coli*, *Listeria*, others). The pathogens causing brucellosis and Q fever may also be airborne and are capable of causing life-threatening illness – both in fact are classified by the Centers for Disease Control and Prevention as class B bioterrorism agents.

Fortunately, serious illnesses from infections associated with goats are rare. Of the more common pathogens found in goats, *E. coli* O157:H7 infections due to fecal-oral transmission and infections associated with the consumption of unpasteurized goat milk or cheese are of significant public health concern because these diseases can be severe, particularly in young children and the elderly. *E. coli* O157:H7 infection causes diarrhea that is often bloody and accompanied by abdominal cramps; the illness typically resolves within a week. However, some people, especially young children, will go on to develop hemolytic uremic syndrome (HUS) a serious illness that may result in kidney failure, lifetime disability, or death. In addition to children, pregnant women, the elderly, and immunocompromised persons are at greater risk of serious disease outcomes.

Public Health recommendations

If the ordinance is adopted, we strongly recommend that disease risks be mitigated through provisions within the ordinance and through education of goat owners and prospective goat owners in ways to prevent disease transmission. Consideration should be given to making information on disease risks widely available to prospective owners before they decide to keep goats, and to providing goat owners with information about prevention of zoonotic diseases, sanitation, and good husbandry practices when they apply for a goat license. Sanitation and disease prevention information can be developed by Public Health—Seattle & King County. Public Health, Seattle Animal Shelter, Seattle Tilth, WSU King County Extension, and other agencies could post information on their websites and in print materials. Consideration should be given to providing information in Spanish and other languages because goats may be kept for cultural reasons and as a preferred meat or milk source in some ethnic communities.

Specifically, we recommend the following:

- Goats kept in the city of Seattle should be confined to the owner's premises and not be walked on city streets, taken to parks, or brought to public events such as street fairs or parades. This will help prevent environmental contamination by

goat feces and reduce risks to people, especially children, playing in parks and other public places.

- Goat pens should be set back from neighbor's yards to preclude direct contact between goats and neighbors (particularly children) and to reduce environmental contamination of neighboring premises.
- Goat manure should be adequately composted to destroy pathogens before use on vegetable gardens and landscaping. Adequate composting consists of maintaining a compost pile temperature of 130-150⁰ F for 3 days. For more information, see www.gardening.wsu.edu/stewardship/compost/manure/manure0.htm
- All goat milk intended for consumption by humans, dogs or cats, or for production of cheese, should be carefully pasteurized. For more about the health risks of raw milk, see www.metrokc.gov/health/prevcont/docs/rawmilk.pdf .
- Good sanitation and hand-washing should be practiced by goat owners and anyone handling goats or visiting premises where goats are kept.
- Goat owners should be made aware of the risk of disease transmission when does are kidding (giving birth). Persons other than the goat owners should be discouraged from attending births and handling young kids.
- In addition, the proposed ordinance contains introductory declarations. We suggest that these be edited to reflect good public health practice as follows:

AN ORDINANCE relating to land use and zoning and the keeping of small animals, amending Sections 23.42.052, 9.25.022, 9.25.030, 9.25.050, 9.25.052, 9.25.080, 9.25.084, 9.25.100; and 9.26.020 to allow the keeping of miniature goats and providing for the licensing and licensing fees therefor.

WHEREAS, goats, along with dogs are the earliest animals domesticated by humans, roughly 10,000 years ago; and

WHEREAS, numerous cultures worldwide keep goats and more people worldwide drink goat milk than any other animal's; and

WHEREAS, many immigrants from all over the world are familiar with keeping goats; and

WHEREAS, miniature goats are considered excellent pets due to their good-natured personalities, friendliness, faithfulness, and hardy constitution; and

WHEREAS, miniature goats are no bigger than a number of species of large domestic dogs; miniature goats average around 24" tall and 50-100 pounds, compared to some large dogs that average around 30" tall and can weigh up to 200 pounds; and

WHEREAS, miniature goats can be a sound way to provide milk and cheese to families **ADD: if milk is properly pasteurized prior to consumption or cheese production;** and

WHEREAS, there are numerous benefits for urban sustainability that goats provide including that their is an excellent source of garden compost **ADD: provided it is properly composted to reach temperatures that will destroy potentially harmful pathogens,** their hair is a renewable source of fiber, and goats can provide an alternative to lawn mowers; and

WHEREAS, goats are valuable for controlling noxious weeds and clearing brush and undergrowth; and

DELETE:

WHEREAS, goats do not create any significant public health risk and do not commonly carry diseases, such as rabies, that are problematic for humans; and

WHEREAS, female and neutered male goats do not generate significant odors, and

WHEREAS, municipalities including Portland, Oregon and Everett, Washington have codes that permit miniature goats to be kept; and

DELETE

WHEREAS, miniature goats are easily handled by children;

(a goat weighing 50-100 lbs cannot be easily restrained by a child when the goat wants to go the other way):

Table 1. Outbreaks associated with goat contact

Location	Venue	Causative Agent/Disease	Animals Present	Date	Number People Affected ^a
Ontario ²²	Fair	<i>E coli</i> O157:H7	Goats Sheep Cattle	1999	159 P 11 C
Pennsylvania ¹	Dairy Farm	<i>E coli</i> O157:H7	Cattle Sheep Goats Llamas Pig	2000	51 P 15 C
Washington ¹	Dairy Farm	<i>E coli</i> O157:H7	Goats Cattle	2000	5 C
Oregon ¹⁷	Fair	<i>E coli</i> O157:H7	Goats	2002	82 P 72 C
Vermont ²¹		<i>E coli</i> O157:H7	Goat	2003	6 P 1 C
Minnesota ²¹		<i>E coli</i> O157:H7	Cattle Sheep Goat	2003	5 C
North Carolina ³	Fair	<i>E coli</i> O157:H7	Goats Sheep	2004	108 P 41 C
Florida ³	Fair	<i>E coli</i> O157:H7	Sheep Goats Cattle	2005	63 P 20 C
Arizona ³	Zoo	<i>E coli</i> O157:H7	Goats Pigs Cattle	2005	2 C
Florida ⁷	Nature park	<i>E coli</i> O157:H7	Goats Sheep Llama	2007	5 C
North Carolina ¹⁰	Restaurant	<i>E. coli</i> O157:H7	Goat (slaughter)	2007	20 C
California ²	Neighborhood	Q fever	Goats	2001	2 C

	goat herd				
Newfoundland ¹⁴	Goat farms	Q fever	Goats	1999	66 C

^a **P = probable C = confirmed**

Table 2. Outbreaks associated with goat products

Location	Causative Agent/Disease	Product Involved	Date	Number People Affected ^a
Texas ²³	Brucellosis	Unpasteurized goat cheese	1983	29 C
California ²⁰	Toxoplasmosis	Unpasteurized goat milk	1978	10 C
King County, WA ¹³	<i>Campylobacter</i>	Unpasteurized goat milk	1983	6 C
France ⁸	<i>E coli</i> O157:H7	Unpasteurized cow/goat cheese	1992	4 C
France ⁹	<i>Salmonella paratyphi</i> B	Unpasteurized goat cheese	1993	273 C
Czech ⁶	<i>E coli</i> O157:H7	Unpasteurized goat milk	1995	4 C
British Columbia ¹⁸	<i>E coli</i> O157:H7	Unpasteurized goat milk	2001	5 C
Spain ¹⁹	Brucellosis	Unpasteurized goat cheese	2002	11 P 2 C
France ¹²	<i>E coli</i> O157:H7	Unpasteurized goat cheese	2003	3 C
Finland ¹⁶	<i>Streptococcus equi</i>	Unpasteurized goat cheese	2003	7C
France ¹¹ Sweden Switzerland Germany Austria England Netherlands	<i>Salmonella stourbridge</i>	Unpasteurized goat cheese	2005	52 C
Estonia ¹⁵	Tick-borne encephalitis virus	Unpasteurized goat milk	2005	27 C

^a **P = probable C = confirmed**

References:

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5. Bender J, Shulman S. Reports of zoonotic disease outbreaks associated with animal exhibits and availability of recommendations for preventing zoonotic disease transmission from animals to people in such settings. *J Am Vet Med Assoc* 2004;224:1105-1109.
6. Bielaszewska M, Janda J, Bláhová K, et al. Human Escherichia coli O157:H7 infection associated with the consumption of unpasteurized goat's milk. *Epidemiol Infect* 1997;119:299-305.
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Proposed Legislation on Legalizing Miniature Goats

ENVIRONMENT, EMERGENCY MANAGEMENT AND UTILITIES (EEMU) COMMITTEE, 9/14/07

What is the definition of a miniature goat?

“Miniature Goat” refers to those types of goats commonly known as pygmy, dwarf, or miniature goats.

What does the proposed legislation do?

This is a proposal to amend the City’s Land Use Code to allow the keeping of miniature goats and providing for the licensing and licensing fees.

- **Miniature goats would be permitted outright as small animals in all zones subject to the standards of the code.**
- **Miniature goats would be required to be licensed, and the fees are established in the proposed legislation.**
- **Male miniature goats would be required to be neutered and all miniature goats dehorned.**
- **Nursing offspring of miniature goats licensed according to the provisions of this Code would be able to be kept without a license until they are weaned, no longer than 12 weeks from birth.**
- **It would become unlawful for miniature goats to leave the owner’s premises except for purposes of transport or when on property other than that of the miniature goat’s owner with the permission of a lawful occupant of that property.**
- **Miniature goats would now be included in codes relating to offenses related to animal licensing and penalties.**

What are the licensing fees proposed?

Miniature goats would be required to be licensed. The annual fee would be \$20. The annual fee with a 12 month renewal would be \$30.

What are the benefits of owning miniature goats?

1. **Miniature goats are considered excellent pets due to their good-natured personalities, friendliness, faithfulness, hardiness and docility. They form close bonds with other goats, people and even family pets. There are numerous organizations worldwide that promote miniature goats as pets.**
2. **Miniature goats can be a sound way to provide milk and cheese to families if the milk is properly pasteurized prior to consumption or cheese production.**
3. **Miniature goats are an ecologically effective browser and are valuable for controlling weeds and clearing brush and undergrowth.**
4. **Miniature goats are small in stature, typically no bigger than a number of species of dogs. They average around 24” tall and weigh around 50-100 pounds.**
5. **Miniature goats can adapt to virtually all climates and have limited space needs.**

What are the potential issues and how are these addressed?

1. Public health:
Serious illnesses due to infections from goats are rare. Miniature goats do not commonly carry diseases, such as rabies, that are problematic for humans. Miniature goats can carry E. coli O157:H7, and these infections are due to fecal-oral transmission and infections associated with the consumption of unpasteurized goat milk or cheese. Since the goats will be required to stay on private property this risk is minimized. As with all animal ownership it is important for animal owners to use good hygiene and husbandry practices in caring for their pets. These risks can also be mitigated through education of goat owners and prospective goat owners in ways to prevent disease transmission. Sanitation and disease prevention information can be developed by Public Health-Seattle and King County. Public Health along with WSU King County Extension, Seattle Animal Shelter and other organizations like Seattle Tilth could post this information on their websites and in print materials. Public Health has confirmed that they would develop this material and post it on their website should this legislation be approved.

2. Noise:
Miniature goats are not particularly noisy. They sleep in a shed all night so noise at night is unlikely.
3. Control:
Even though miniature goats could be leash-walked and are good-natured around people they could create problems in public places since they like to eat plants. It could be difficult to control what they eat in an open environment. This legislation would require the goats to stay on their owner's premises except for purposes of transport, for example trips to the veterinarian, or on property other than that of the miniature goat's owner with the permission of a lawful occupant of that property.
4. Smell:
Non-neutered male goats are known to produce a strong smell. This legislation would require that male goats be neutered, thereby minimizing this strong odor.
5. Public safety:
There are no significant public safety issues regarding goats. Miniature goats are not known to be aggressive.



Photos courtesy of the National Pygmy Goat Association



**NOTICE OF LAND USE CODE TEXT AMENDMENTS,
ENVIRONMENTAL DETERMINATION AND
CITY COUNCIL PUBLIC HEARING**

Councilmember Richard Conlin is proposing Land Use Code (Title 23) amendments to permit the keeping of miniature goats within the city limits and provide for licensing and accompanying fees.

ENVIRONMENTAL DETERMINATION

DPD has determined that the amendment described above will not have a significant adverse environmental impact, and has issued a Determination of Non-Significance (no Environmental Impact Statement required).

HOW TO APPEAL

Appeals of the decision to issue a Declaration of Non-Significance must be submitted to the Office of the Hearing Examiner by 5:00 p.m. August 16, 2007. Appeals should be addressed to the Hearing Examiner and must be accompanied by a \$50.00 filing fee in a check payable to the City of Seattle. The appeal must be sent to:

**City of Seattle
Hearing Examiner
PO Box 94729
Seattle WA 98124-4729**

PUBLIC HEARING

The City Council's Environment, Emergency Management and Utilities Committee will hold a public hearing to take comments on the proposal on Tuesday, September 18, 5:30 PM. The hearing will be held in

Council Chamber, 2nd floor
Seattle City Hall
600 Fourth Avenue.

The entrances to City Hall are located on the west side of Fifth Avenue, and the east side of Fourth Avenue, between James and Cherry Streets. For those who wish to testify, a sign-up sheet will be available outside the Council Chamber one-half hour before the public hearing.

Questions concerning the public hearing may be directed to Phyllis Shulman in Councilmember Conlin's office, by calling (206) 684-8805 or via e-mail at: phyllis.shulman@seattle.gov.

Print and communications access is provided on prior request. Please contact Phyllis Shulman at 684-8805 as soon as possible to request accommodations for a disability.

WRITTEN COMMENTS

For those unable to attend the public hearing, comments will be accepted through 5:00 p.m. September 17, 2007. Please send comments to Phyllis Shulman or:

**Councilmember Richard Conlin
Legislative Department
600 Fourth Avenue Floor 2**

**PO Box 34025
Seattle, WA 98124-4025**

INFORMATION AVAILABLE

Copies of the proposal may be obtained from the City Council website at www.seattle.gov/council/conlin

Copies are also available at the DPD Public Resource Center, 700 5th Avenue, Suite 2000 in the Key Tower. The Public Resource Center is open 7:30 a.m. to 5:30 p.m. on Monday, Wednesday and Friday and 10:30 a.m. to 5:30 p.m. on Tuesday and Thursday.

Questions regarding the proposal may be directed to Phyllis Shulman at (206) 684-8805 or via email at phyllis.shulman@seattle.gov. Questions regarding the environmental determination may be directed to Mike Podowski at (206) 386-1988 or via email at mike.podowski@seattle.gov.

High School Voter Registration Education

Using Research to Inform Policy

Fe Moncloa

The Western Center for Metropolitan Extension & Research

February 20, 2015



University of California

Agriculture and Natural Resources ■ 4-H Youth Development Program

Overview

- The study
- How can we best influence policy?
- Strategic communication
- Impact



University of California

Agriculture and Natural Resources ■ 4-H Youth Development Program

Rationale for the Study

- CA Latino youth population is 53% (CDE, 2014)
- Latino youth are “civically alienated”
 - In 2012, turnout was 37%
 - Youth feel disempowered (CIRCLE, 2014)
- U.S. ranked 139th out of 172 nations (McCormick Tribune Foundation, 2007)



University of California

Agriculture and Natural Resources ■ 4-H Youth Development Program

Gaps in the literature

- Latino youth political engagement in high schools remains remarkably understudied
- LWV & Project Vote (2010) illustrated the difficulty in registering students, but did not explore whether registration was institutionalized in schools.



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Agriculture and Natural Resources ■ 4-H Youth Development Program

Research Questions

- Who are the actors in high school voter registration?
- What are the organizational practices, policies or programs that influence whether high schools teach youth how to register to vote and vote?



University of California

Agriculture and Natural Resources ■ 4-H Youth Development Program

Research Design

- 2011-12
 - Exploratory study
- 2012-13
 - Comparative case study with ethnographic methods (Yin, 2008; Emerson, Fretz & Shaw, 1995)



Data Collection

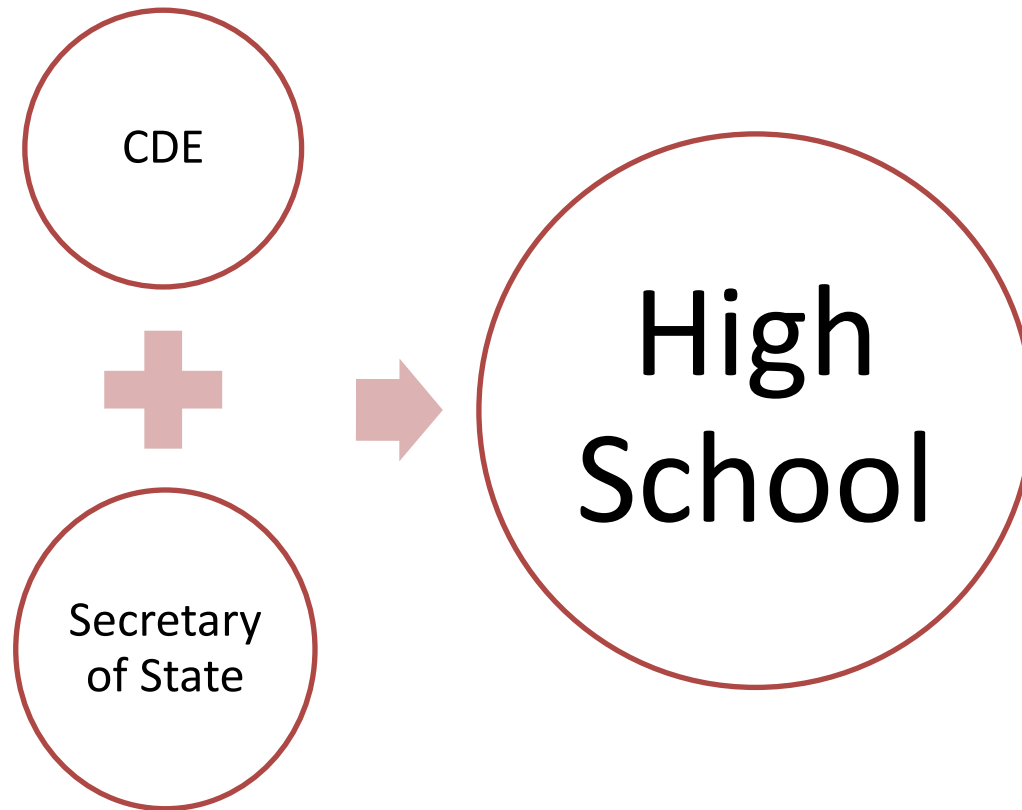
	Central Coast 2010-11	Bay Area 2012-13
<i>Participant Observation</i>		60 hrs. U.S. History U.S. Gov't
<i>Interviews</i>		
Administrators	4	2
Teachers	3	4
Latino students	3	12



University of California

Agriculture and Natural Resources ■ 4-H Youth Development Program

Who are the organizational actors?



University of California

Agriculture and Natural Resources ■ 4-H Youth Development Program

CDE U.S. Government Standards

- Understand the obligations of civic-mindedness; including voting, being informed on civic issues, volunteering and performing public service, and serving in the military or alternative service (CDE, 2009:55).
- Describe the means that citizens use to participate in the political process (e.g., voting, campaigning, lobbying, filing a legal challenge, demonstrating, petitioning, picketing, running for political office) (CDE, 2009: 54).



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In summary

Organizational factors that influenced Latino students' learning to register to vote and why their vote matters:

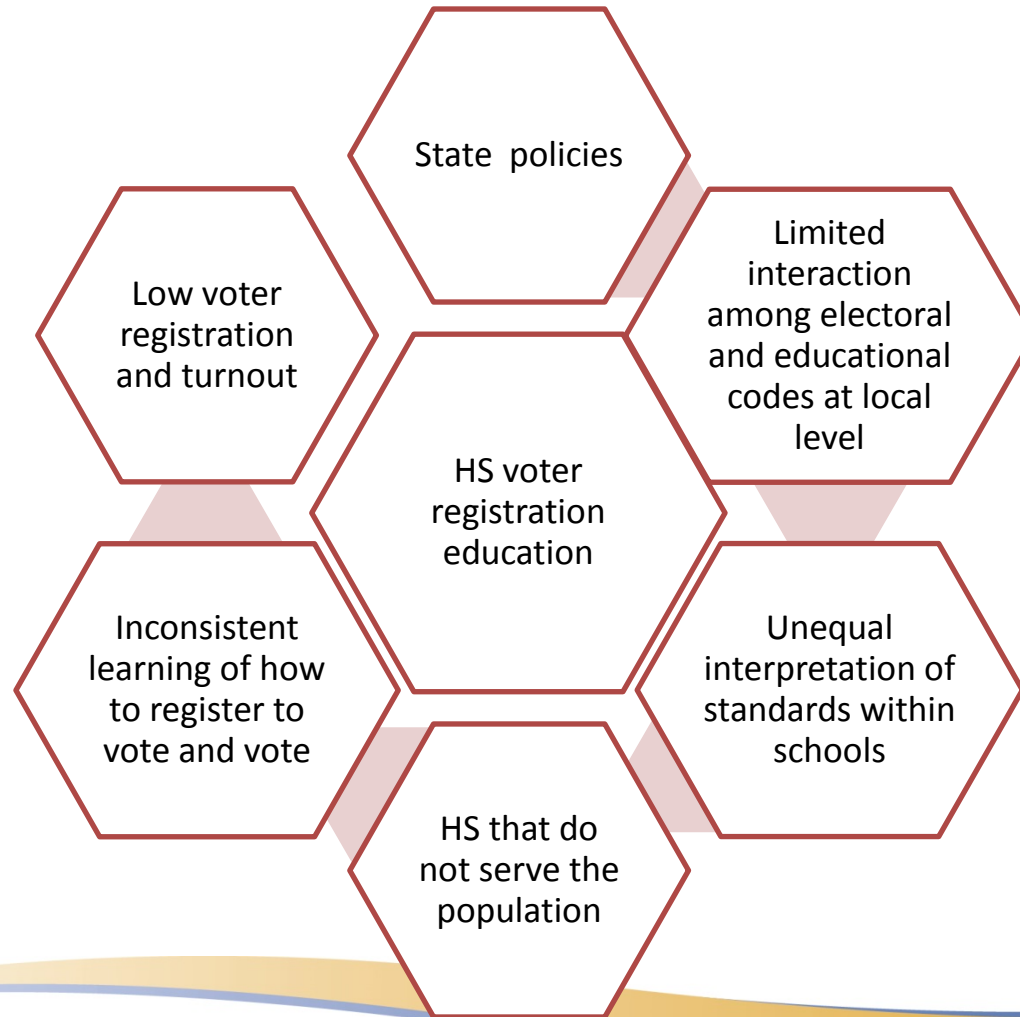
- Barriers:
 - Ambivalent educational and electoral policies
 - Lack of accountability (Fox and Glass, 2012)
 - Disengaged teachers
 - Absent from textbooks
 - Adulthood: youth as “citizens-in-the-making”
- Strategies:
 - Highly motivated teachers and mock elections
 - -League of Women Voters



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Institutionalized Ambivalence



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Recommendations

- Policy
 - Change CDE standards
 - Change Electoral code to expand role at the local level
 - Link educational and electoral codes



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Recommendations

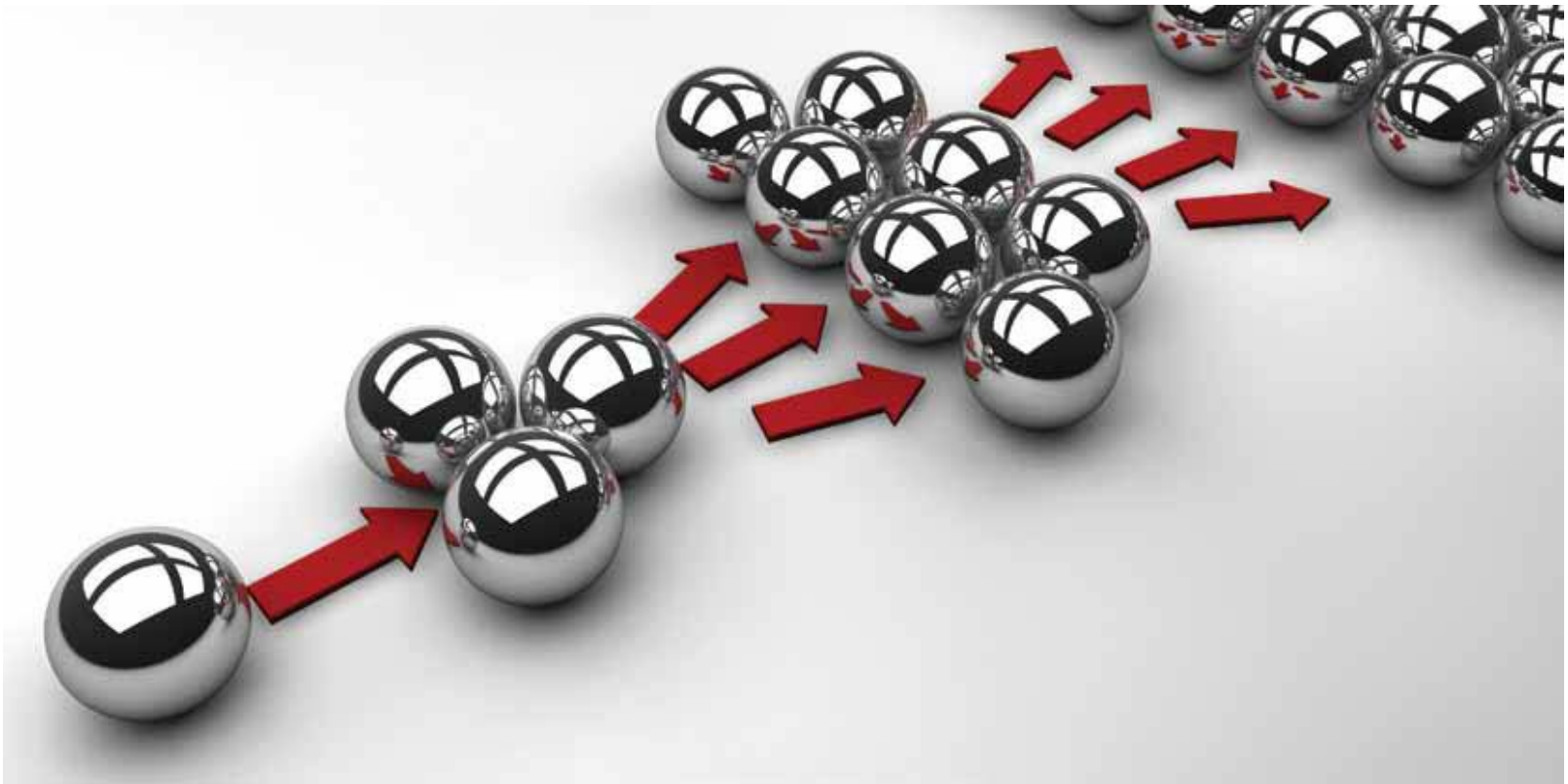
- Schools
 - Online voter registration link on school website
 - System-wide voter registration policy and promote student voter registration drives
 - Provide existing voter registration education materials to teacher



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Strategic Communication



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Strategic Communication

- Social network analysis to ID key players
- Use of intermediaries and influential people to communicate findings
 - CA Association of School Superintendents
 - CA Association of Clerks and Election Officials
 - Mindy Romero, Director of California Civic Engagement Project, UC Davis Center for Regional Change



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Publications

Policy brief by colleagues

– Personal meetings with key players

- Research paper
- Mindy used media and social media



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My Role

- Responsive
- Consultant: provided insights and science based information
- Inform policy development
 - Paper as part of invited testimony
 - Clarify who is accountable
 - ...”may” to “shall”
 - Electoral and education codes



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Impact

- AB 700 and Ed code 33540: CDE social science standards will include voter registration education
- AB 1817 and Ed Code 49040-01
 - High school youth can serve as voter outreach coordinators
 - 2 weeks in April and September be designated “high school voter registration *education*” week.



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Selected References

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- Meyer, J.W. & Rowan, B. (1977). Institutional organizations: Formal structure as myth and ceremony. *American Journal of Sociology*, 83:340-363.
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Policymaking in Action: Tips and Practical Lessons Panel

Heather Trim

February 20, 2015

Different Hats = Different Strategies

Futurewise/
People For Puget Sound



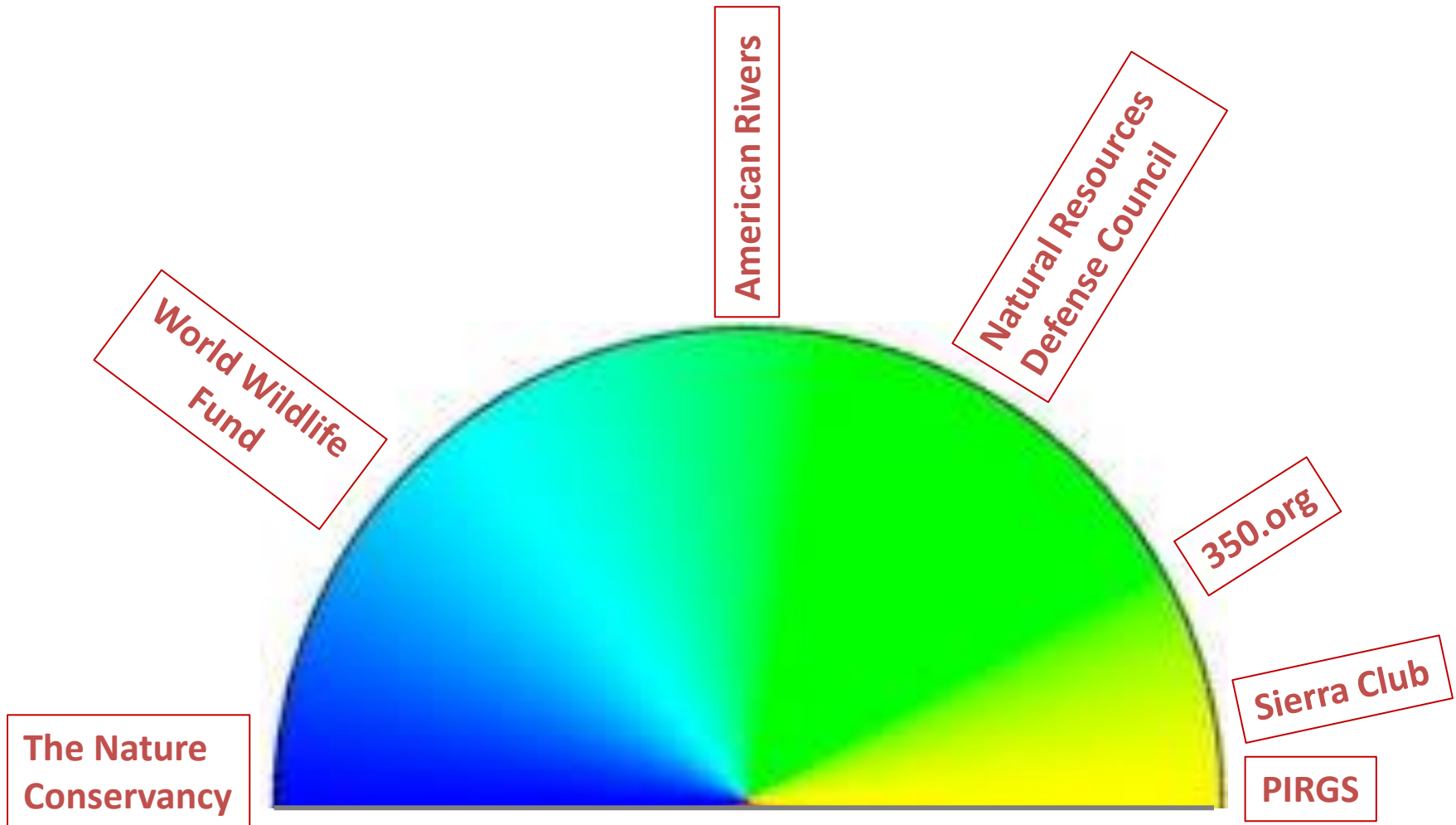
Sierra Club



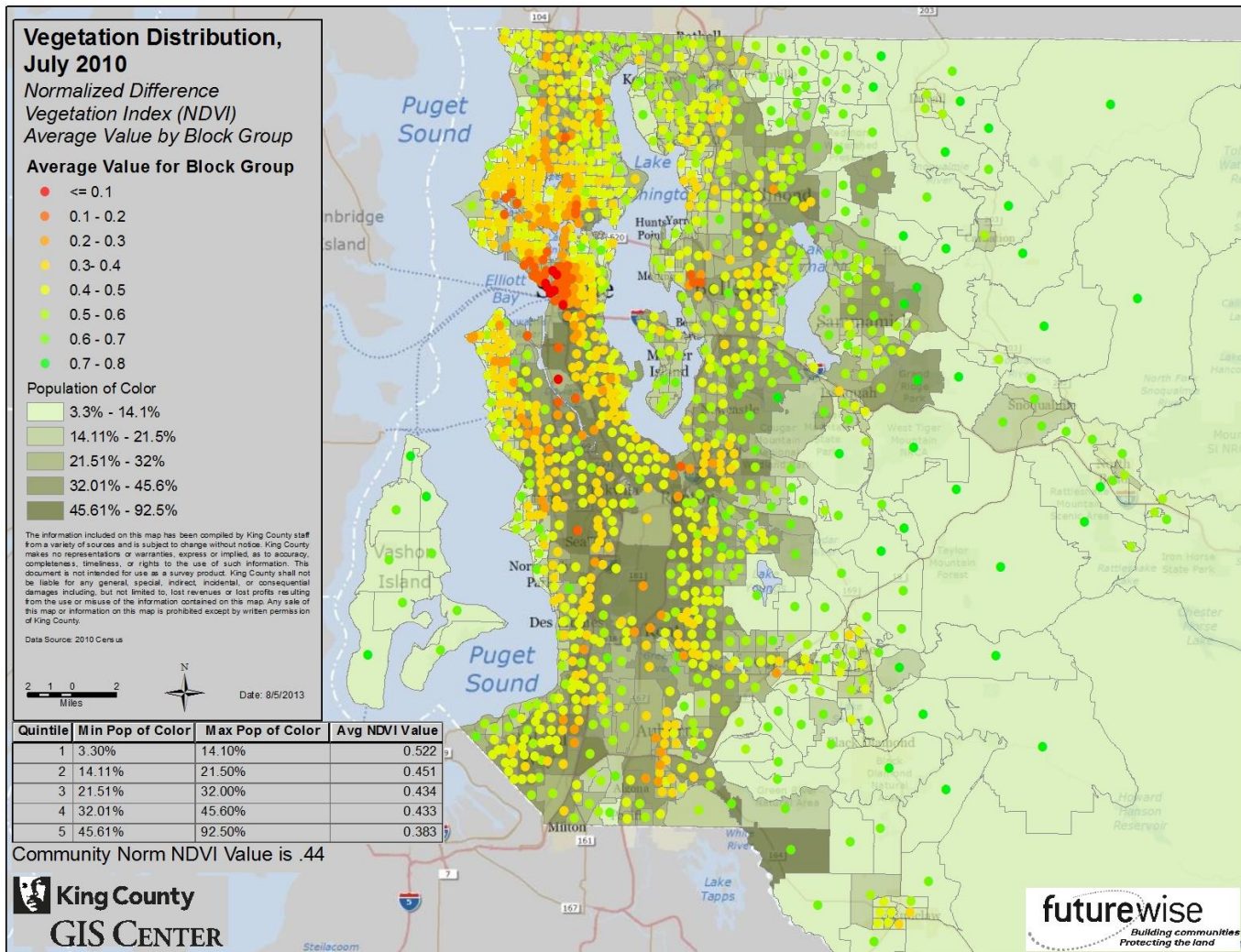
Zero Waste Seattle



Spectrum of Non-Profits



Develop Partnerships



Partnerships

Benefits:

- Powerful team
- Different ngos bring
 - Access to decision-makers
 - Relationships
 - Technical

Challenges:

- Political spectrum
- Coordination



Environmental Priorities Coalition

- 25 groups
- 3-4 priorities per year
- Coordinated lobby team



Environmental Priorities Coalition

Write Policy Papers or Provide Data



- No Discharge Zone for Puget Sound

Get all sides to agree beforehand



“Washington Bans Copper From Brake Pads to Save Fish”



Raise the issue indirectly



- Establishing greenways in Seattle

**Come in early – let's you support.
Don't surprise at the end**



Be aware that elected officials are super sensitive to public opinion



<http://www.npr.org/blogs/thesalt/2015/01/26/381586856/tossing-out-food-in-the-trash-in-seattle-you-ll-be-fined-for-that>

<http://www.ijreview.com/2015/01/240089-seattle-creepy-new-method-waste-management/>

SPU surveyed 600 randomly selected Seattle adults with this question:

“Seattle still sends more than 300,000 tons of garbage to the landfill each year and 30 percent of this waste is leftover food and food-soiled paper. Seattle is now considering a requirement that all businesses and residents put leftover food scraps and compostable paper in their food and yard waste carts or backyard compost bin, to increase composting and further cut waste sent to the landfill. To what extent would you support or oppose this requirement? Would you strongly support it? Support it? Are you neutral? Would you oppose? Or strongly oppose?”

5

Seattle
Public
Utilities

Findings: (1=strongly oppose to 5=strongly support.)

	Strong Support	Support	Neutral	Oppose	Strongly Oppose	Overall Rating*
All	47%	29%	13%	5%	6%	4.1

76%

Demonstrate community support early and often



Don't underestimate limited nature of local jurisdictions' resources



Seattle's Single-Use Plastic Carryout Bag Ban Information for Retail Stores and Packaging Suppliers

Plastic Shopping Bags	Large Paper Shopping Bags	Smaller Paper Bags	Plastic Produce/Bulk Food Bags
	 5¢ (Charge required.)	 FREE (Charge optional.)	 ALLOWED

Find a champion



Find new voices

- They are tired of hearing from us



“Outsider” status Takes time Objectives may need to shift

Use art



Use drama



Use humor!



Thank you



ESSHB 1186

2011-04-20L_7074