MEMORANDUM OF UNDERSTANDING BETWEEN THE PIERCE COUNTY PUBLIC WORKS DEPARTMENT, THE CITY OF TACOMA, THE METROPOLITAN PARK DISTRICT OF TACOMA, AND THE PIERCE CONSERVATION DISTRICT

RECITALS.

- 1. Metro Parks has hosted and/or managed community gardens on various park properties since 1981.
- 2. In June 2010, stakeholders from throughout Pierce County launched a pilot community-wide gardening program. Tacoma, PCD and the Tacoma-Pierce County Health Department provided pilot funding for this program hosted by the Cascade Land Conservancy. (See Attachment 1 Harvest Pierce County Strategic Plan 2015-2017)
- 3. In 2011, staff charged with running the community garden program invited Pierce County to participate on an associated Steering Committee. Pierce County, seeing the connection between gardens, local food, the use of compost, waste reduction, and environmental education, accepted the invitation.
- 4. In 2011, the Steering Committee approved a strategic planning process, funded by Pierce County, designed to establish a permanent footing for a regional community garden program. The Steering Committee approved a strategic plan later the same year.
- 5. The Strategic Plan foresees a countywide network of independently managed community gardens with a core staff to bridge the gap between interested gardeners and public, non-profit, and private property owners interested in hosting gardens.
- 6. As part of the launch of the Strategic Plan, the Steering Committee reviewed options for a future home for a regional community garden program. Options included housing the program within a public agency, as a program within a not-for-profit, as an independent not-for-profit with a larger organization serving as fiscal agent, or as a fully independent not-for-profit.
- 7. After reviewing these options, the Steering Committee recommended pursuing a partnership with the Pierce Conservation District. The program moved to become a part of PCD in September 2012.

- 8. In 2014, after working with a consultant to find a name that better identified the program in the community, program staff and the Steering Committee approved naming the community garden program "Harvest Pierce County."
- The first four years of the program (2012-2016) administered through the Pierce Conservation District as one
 of PCD's four core programs has been successful and mutually beneficial for all parties. The Steering
 Committee recommends continuing this partnership.

NOW THEREFORE, in consideration of the mutual benefits and covenants described herein (including all addendums and attachments), the four above-referenced parties hereby agree that Pierce County, Tacoma, and Metro Parks shall provide funds and resources in exchange for PCD establishing and operating Harvest Pierce County, and all parties hereby agree to coordinated efforts to support, develop, and guide Harvest Pierce County, all on the terms and conditions described below, in Addendums A through D, and in Attachment 1.

II. TERMS AND CONDITIONS.

- 1. Through this MOU, the Pierce Conservation District shall establish Harvest Pierce County as a program-level offering of that agency. The Pierce Conservation District (PCD) shall implement such program in accordance with Addendum A, which is incorporated by reference herein and made a part of this MOU.
- PCD will prepare and submit quarterly invoices to Pierce County for payment by Pierce County starting March 31, 2017 and continuing through December 31, 2020, subject to receipt of the required documentation set forth in Addendum B, which is incorporated by reference herein and made a part of this MOU.
- 3. PCD will prepare and submit quarterly invoices to Tacoma for payment by Tacoma starting March 31, 2017 and continuing through December 31, 2020, subject to receipt of the required documentation set forth in Addendum C, which is incorporated by reference herein and made a part of this MOU.
- 4. PCD will prepare and submit quarterly invoices to Metro Parks for payment by Metro Parks starting March 31, 2017 and continuing through December 31, 2020. PCD may continue using Metro Parks' office space at Wright Park starting January 1, 2017 and continuing through December 31, 2020, as set forth in Addendum D, which is incorporated by reference herein and made a part of this MOU.
- 5. As further described in Addendum A, representatives from Pierce County, Tacoma, Metro Parks, and PCD shall be members on a Steering Committee to guide the continuing development of Harvest Pierce County.
- 6. Nothing in this MOU prevents any of the Parties from conducting additional activities supportive of community food projects within their own programs, and with their own funding.
- 7. While it is the intent of the Parties to invite other local government entities to join this MOU, such expansion shall require the unanimous written consent of each of the parties' agency representatives identified in the "Notice Section" under Terms and Conditions item 12.
- 8. The term of this MOU shall expire on December 31, 2020, but may be renewed by the mutual written consent of the Parties, which shall be executed as an amendment to this MOU. Any party may terminate its

- participation in this MOU at any time with or without cause upon thirty (30) business days' written notice to the other parties to this MOU. Any party terminating its participation in this MOU shall pay any amounts that it may owe under this MOU up through the date of termination.
- 9. To the maximum extent permitted by law, each party shall defend, indemnify, and hold the other parties to this MOU harmless for any and all claims, demands, damages, lawsuits, liabilities, losses, liens, expenses including reasonable attorney fees and costs (collectively "Claims"), that arise from and which are attributed to the fault of the indemnitor party or its employees or agents. To the extent that any Claim arises from or is attributed to the fault of more than one party, each such party's obligation to indemnify the other parties shall be limited to its proportionate fault. The term "Fault" as it used herein shall have the same meaning as set forth in RCW 4.22.015. This obligation to indemnify and hold other parties harmless shall survive termination of this MOU.
- 10. Each party shall be responsible to fund its own participation under this MOU, and there are no additional funding obligations created under this MOU except as may be specifically set forth herein.
- 11. The parties shall endeavor to resolve all disputes arising out of the implementation of this MOU informally, each party bearing its own costs and expenses. In the event that any litigation should arise concerning the terms of this MOU, the venue shall be in the courts of the State of Washington in and for the County of Pierce. This MOU shall be governed by the law of the State of Washington.
- 12. This MOU, together with Addendums A through D and Attachment 1 contains the entire understanding of the parties, and there are no other agreements, understandings, or representations concerning the tasks and obligations covered by this MOU except as set forth herein. No subsequent modification(s) of this MOU shall have any force or effect unless in writing, signed by the authorized representatives of each party, and made a part of this MOU.
- 13. Notice under this MOU shall be provided only in writing, by first class pre-paid U.S. mail, by personal delivery or by email, to the designated representative of each party listed below and only at the addresses listed below. Notice shall be given to the other parties if any of the physical, mailing or email addresses change during the term of this MOU. Notice is complete upon actual delivery or three days after deposit in the U.S. mail system, if date of actual delivery is not known. When this MOU requires the consent of a party, the representatives listed in this section, or their designees, are authorized to provide that consent. The representatives of each party are as follows:

Pierce County:

Sustainable Resources Administrator

2702 South 42nd Street, Suite 201,

Tacoma, WA 98409

swambac@co.pierce.wa.us

City of Tacoma:

Environmental Services Director

Tacoma Municipal Building, 4th Floor

747 Market Street Tacoma, WA 98402 mslevin@cityoftacoma.org

Metro Parks Tacoma:

Director of Parks and Building Services

4702 South 19th Street Tacoma, WA 98405

marinab@tacomaparks.com

Pierce Conservation District:

Executive Director

PO Box 1057(mailing) 5430 66th Ave. E (physical)

Puyallup, WA 98371

RyanM@piercecountycd.org

PIERCE COUNTY CONTRACT SIGNATURE PAGE

Approved as to legal form only:	
Deputy Prosecuting Attorney	Date
Recommended:	
Gary Robinson Budget and Finance Director	Date
Brian Ziegler, P.E. Public Works Director	Date
Pierce County Executive (\$250,000 or more)	Date

CITY OF TACOMA CONTRACT SIGNATURE PAGE

T.C. Broadnax	Date
City Manager	
Michael P. Slevin III	Date
Environmental Services Director	Date
Limitorimental Services Director	
Andy Cherullo	Date
Finance Director	Date
Thanks brieston	
Saada Gegoux	Date
Risk Manager	Date
Misk Mariager	
ATTEST:	
Doris Sorum	Date
City Clerk	
Approved as to Form:	
Approved as to Porni.	
Down to City Attack	D-+
Deputy City Attorney	Date

METROPOLITAN PARK DISTRICT OF TACOMA CONTRACT SIGNATURE PAGE Accepted: Metropolitan Park District of Tacoma Marina Baker Date Department Director Brett Freshwaters Date

Memorandum of Understanding No. SC-104536
Pierce County Public Works
City of Tacoma
Metropolitan Park District of Tacoma
Pierce Conservation District

Chief Financial Officer

PIERCE CONSERVATION DISTRICT CONTRACT SIGNATURE PAGE

Ryan N. Mello Date Executive Director

Send Notices to: PO Box 1057 Puyallup, WA 98371

Addendum A – General Program Plan

In early 2014, the Tacoma-Pierce County Community Garden program changed its name to Harvest Pierce County to better communicate the broad range of programs and services. The <u>mission</u> of Harvest Pierce County (HPC) is investing in people to foster and sustain an equitable and healthy community-based food system throughout Pierce County.

This work is in service of a vision that our region has a thriving community engaged in a just and healthy food system.

In support of this mission and vision, the Steering Committee developed a Strategic Plan, included as Attachment 1, and adopted into this Memorandum of Understanding by reference.

Implementing the Strategic Plan requires effort exerted by organizations and individuals employed by those organizations. This Addendum outlines the elements of a general program plan to be accomplished by the Pierce Conservation District (PCD) from the date of execution of this Memorandum through December 31, 2020.

The Program

Through Harvest Pierce County, the primary responsibility of PCD is to implement the Strategic Plan. PCD shall not be responsible for hosting, leasing, or owning community gardens.

Defining a Community Food Project

A Community Food Project is a project in which people are working together and in partnership with organizations to create a more just, healthy and sustainable food system. Food is produced, processed, shared, and/or consumed in ways which connect people to each other, their food system, and their environment – so that all people have access to the food necessary for good health. Community gardens, fruit tree harvesting hubs, gleaning volunteer crews, participants in a veggie co-op and community canning kitchens are all examples of Community Food Projects. We see the Community Food projects as entry points for people to engage in their food system, and believe that engaged people can transform the larger food system.

Strategy 1: Building a Community Based Food System

We envision a region where citizens are engaged and invested in the health, equity and sustainability of their food system. This will look different in each community. This strategy encompasses the work of engaging community members to develop new Community Food Projects, the creation of new systems to support and integrate those projects, and the equitable distribution of resources and opportunities throughout.

Strategy 2: Sustaining the Community Based Food System

The work of developing and sustaining a community based food system is tremendous, and those engaged in the work will need support. This strategy addresses this reality through capacity building for volunteer leaders, educational opportunities on both food- and community-related topics, effective systems for volunteer management (both for HPC internally and for volunteer-led projects), and the seasonal celebration of the work that is so important.

Strategy 3: Sustaining our program

We cannot do this work in the community if we do not sustain ourselves financially, develop appropriate systems for effective management of the work load, and align our internal systems with the values expressed in our external work. We will do this through increased and more diverse fundraising strategies, further development of internal management systems, continued learning and development of equity principles in practice, and strategic partnerships.

Strategy 4: Engaging with our Community

Because much of the work we do in the community is relatively new, there is a large role for community engagement to continue to reach a more diverse population and engage their energy and ideas into the work of building a just and healthy food system. This strategy encompasses a variety of communications strategies and seasonal community engagement events.

Strategy 5: Advocacy

As the County-wide resource for citizens and agencies in regards to Community Food Projects, there are times when it is necessary to communicate our thoughts and experiences to local elected officials. We intend to develop a procedure to identify gaps in local policy that impact the ability of Community Food Projects to exist or be successful.

Steering Committee

PCD shall maintain and support a steering committee to advise PCD staff, executive leadership and its Board of Supervisors on the strategic direction of programming decisions.

Membership in the Harvest Pierce County Steering Committee will be representative of the diversity of stakeholders necessary for a successful program, and be kept to a manageable number of agencies and individuals for effective decision making – no more than 14. The intent is to create a collaborative coalition of leadership level stakeholder interests and community participants who can meet on a regular basis to discuss issues related to implementation of the *Harvest Pierce County Strategic Plan*, as well as participate in shaping future versions of the strategic plan. These leaders will then be able to conduct outreach and facilitate needed action among all community stakeholders (i.e., organizations, elected officials, agency employees, individuals and gardeners) to accomplish the vision.

Key Participants from the following organizations shall be invited to serve as voting representatives:

- · One representative from each of the Parties to the MOU
 - o PCD will be represented by its Executive Director

- O The other Parties will choose their own representative
- One representative from each of the following stakeholder groups:
 - o Public Health interest
 - o Garden Education organization
 - o Community Capacity-building organization
 - o Local environmental organization
 - o Emergency food provider
- Four to six individuals selected to represent citizens-at-large, following criteria developed by the Steering Committee
- Representative(s) of businesses which produce or market garden-related products and/or services. The appointment of the non-party seats will be a decision of the current Steering Committee.

Staffing

The PCD shall provide general supervision of Harvest Pierce County, and provide necessary labor and materials to accomplish the tasks described in this Memorandum of Understanding (including all Addenda). To the extent practicable, the PCD Executive Director will seek assistance in this regard from members of the Steering Committee.

Support Services

Unless otherwise noted, PCD shall provide the following support services for the Harvest Pierce County Program.

Office Space

The primary work location for Program employees shall be the Wright Park Center for Urban Horticulture (a Metro Parks Tacoma facility located in Wright Park), the details of which are described in Addendum D. PCD may, at its sole discretion, move the location for Program employees. When the program moves, Metro Parks will compensate at the full funding level described in Addendum D, Fee Schedule and In-Kind Services. Until the move, Parks will pro-rate their contribution as described in the schedule.

Community Relations and Communications

PCD shall be responsible for designing, approving, producing and distributing promotional and collateral materials, managing press and publicity, establishing, maintaining, and updating logos and branding strategies, commissioning graphic designs, and developing a sponsorship plan.

PCD shall identify opportunities to serve the needs of non-English speaking residents.

PCD shall coordinate region-wide messaging concerning community gardens and other community food projects with, and on behalf of, the Parties. To the extent practicable, publicly distributed materials shall include the logo or "wordmark" of each of the Parties.

Event Support

PCD shall provide, or arrange through the Parties, locations to host events in support of the Program.

Legal and Property Services

PCD shall provide legal and property access/management advice to the Harvest Pierce County Program Director on an as-needed basis; and shall provide insurance sufficient to the needs of the Program.

Telecommunication and Information Technology Services

PCD shall provide each employee with telecommunications and information technology services sufficient to the needs of the program.

PCD shall maintain a website for the Program which, at a minimum, will provide Program contact information, information on local gardens, and (downloadable) resources.

PCD, on its own or through the Parties, shall provide Geographic Information System support to the Program.

Finance

PCD shall be responsible for invoicing the other Parties, compensating Program employees, and managing grants now held or in the future applied-for by the program.

PCD shall provide staffing support to research, write, and apply for grants and shall provide, or be responsible for securing, fiscal agency services for managing charitable donations of money, goods, or services to the Program or individual gardens.

Supplies and Equipment

PCD shall provide the Program with a sufficient budget to purchase usual and customary office supplies and make the use of trucks or other vehicles available to the Program.

Program Evaluation

On an ongoing basis, PCD shall conduct evaluations of educational and outreach services offered by the Program. This shall include soliciting the input of community gardeners and education and outreach service participants.

Annually, PCD, in conjunction with the Steering Committee, shall evaluate the Program's performance against those goals detailed in the PCD strategic plan. Following this review, PCD shall annually lead the Steering Committee through a review of the Strategic Plan, including discussions on expanding or contracting program offerings. A new strategic plan may also be created depending on the need and development of the program.

Estimated 2017 Budget

PCD will work to augment revenues not covered by MOU partners.

Staffing - Salaries and Benefits	\$304,900	72%
Finance Support, Oversight and Management	\$12,250	3%
Travel and Training	\$10,000	2%
Newsletter & Outreach	\$6,000	1%
Project Supplies	\$18,000	4%
Communications & Fund Development Support	\$18,300	4%
Space Costs & Other Overhead	\$52,000	14%
	\$421,450	

Addendum B - Pierce County Department of Public Works

PCD shall provide the following services during the period <u>January 1, 2017</u> through <u>December 31, 2020</u> as described below:

INTERSECTION OF MISSION

The Pierce County Department of Public Works manages a comprehensive solid waste management program for all of unincorporated Pierce County (except Joint Base Lewis McChord) and for those cities and towns which have entered into Interlocal Agreements with Pierce County. As part of this system, Pierce County is responsible for the management of compostable organic debris, including yard waste and food waste. Pierce County is also responsible for providing environmental education and public outreach services in support of the materials management system.

Harvest Pierce County supports Pierce County programs in the following areas:

Food Waste Source Reduction: The United States Environmental Protection Agency has identified *source reduction* as the preferred and highest level of handling food waste generated by residents and businesses. This management method is preferred over the more traditional landfilling of food waste or the more recent implementation of food waste composting. Harvest Pierce County supports source reduction by increasing access to local and desired food. Gleaning efforts support food waste diversion by creating a system to capture, transport and deliver non-saleable produce from local farms, farmer's markets and residential fruit trees to food banks.

Gleaning efforts also involve local residents as volunteers in the network of food capture and redistribution, and in doing so raise awareness about food waste and the volumes that are currently wasted county-wide.

Local food that does not have to be transported long distances is fresher. Fresher food that is consumed will not be "generated" as a solid waste to be handled by the Pierce County System.

When a gardener plants food s/he desires, it is further more likely that this food will be consumed and not become a waste to be managed.

Use of Compost: Not all yard waste and food waste will be source reduced. Some will be composted. Community Gardens provide an opportunity to return compost / soil amendments to the community which generated the compostable material.

Outreach and Demonstration Sites: Community food projects are gathering spaces at which Pierce County can provide outreach and education to our customers.

Enhancing a Connection to the Environment: Community Gardening is a hands-on endeavor that will help customers establish a more direct and meaningful understanding of their connection with, and impact on, the environment, and vice versa.

SERVICE AREA/CUSTOMER BASE:

The "Pierce County Service Area" shall be defined as Pierce County excluding Tacoma, Ruston, Auburn, and Joint Base Lewis McChord, and including the King County portion of the City of Milton. Pierce County recognizes the PCD, subject to its own jurisdictional boundaries, may not be able to provide services in all of the geographic areas

included within the "Pierce County Service Area." It is the intent of Pierce County and the PCD, however, to provide services for all residents of the "Pierce County Service Area."

TASK ONE - BUILDING A COMMUNITY BASED FOOD SYSTEM

By December 31, 2020, PCD shall:

- Provide and coordinate support for all existing community food projects in the Service Area.
- Assist in the establishment of any new community food projects in the Service Area for which there is sufficient demand.
- Promote community gardening and gleaning through outreach events like harvest celebrations, gardening seminars, seed swaps and/or other gardening, composting or horticulture related events.
- Actively seek partnerships and collaborations with organizations and individuals interested in developing a
 just and healthy food system to expand the network of people engaged in this work.
- Work with Pierce County to develop systems for encouraging Community Food Projects on County property.
- Develop and implement strategies to target diverse communities for outreach and volunteer recruitment.
- Develop and pilot different community engagement models (e.g. learning work parties, "barn raising" model, etc.).
- Identify and conduct outreach to communities in the service area.
- Identify and reach out to partner organizations that are engaged in serving diverse populations in the service area.

TASK TWO - SUSTAINING THE COMMUNITY BASED FOOD SYSTEM

By December 31, 2020, PCD shall develop and implement systems, trainings, and partnerships for program participants that cultivate leadership abilities and competence in the skills necessary to successfully manage a community food project in collaboration with neighbors (i.e. transparent decision making processes, conflict resolution, shared leadership, inclusive processes, and non-violent communication).

PCD shall continue to partner with Pierce County on the *Edible Gardens* classes until such program is ended by Pierce County.

PCD staff shall provide 50 percent of the staffing necessary to conduct the Edible Gardens classes. PCD shall further advise Pierce County concerning the need and feasibility of holding *Edible Gardens* classes in substitute or additional locations starting in 2017.

PCD shall work with Pierce County staff to identify opportunities to include information about local food waste issues in HPC's efforts.

PCD shall consult with Pierce County Sewer staff about incorporating information related to Pierce County biosolids and SoundGro.

PCD shall conduct annual site visits of community food projects in the service area.

Annually, PCD shall lead the Steering Committee in analyzing the program metrics in quantifying and documenting

change in the community toward achieving the program vision.

By January 1, 2017, PCD shall be collecting all data necessary for tracking program metrics.

TASK THREE - SUSTAINING THE HARVEST PIERCE COUNTY PROGRAM

PCD shall continue to lead the Steering Committee in applying the strategy screen for determining what new programs to take on.

PCD shall lead the effort to align internal program structure with ongoing equity work.

PCD shall lead the effort to develop and implement systems that allow responsiveness to community interests while staying true to identified strategies and capacity.

PCD shall develop stable ongoing revenue to support programs.

PCD shall lead the Steering Committee in developing communication strategies for promoting HPC's identity as a collaboration of agencies and gaining recognition and understanding of its role in the community.

By December 31, 2018, Pierce County expects PCD to initiate and lead the Steering Committee in a planning process to update the HPC Strategic Plan.

TASK FOUR -ENGAGING WITH OUR COMMUNITY

Annually PCD shall:

- Host at least two community-wide events (e.g. a "community garden summit") in the Service Area.
- Provide staff to attend two to four community-building and organizing meetings per month.

PCD shall develop and maintain communication systems that regularly inform, engage, motivate, inspire and celebrate volunteers, partners and advisors

TASK SIX - GLEANING EFFORTS

PCD shall develop and implement strategies to increase capacity of HPC's ability to meet demand of glean-able food in the service area.

PCD shall continue to develop gleaning practices and tools in alignment with ongoing equity work.

PCD shall continue to support the gleaning program.

PCD shall consult with Pierce County Sustainable Resources staff to identify and address ways to eliminate food waste from the gleaning program.

Annually PCD shall:

- Recruit and manage volunteers for farm and fruit tree gleaning efforts.
- Host Gleaning Kick-Off Event with goal of 50 people in attendance.

- Host volunteer trainings Recruit harvest coordinators & fruit scouts for fruit tree harvesting.
- Attend two strategic outreach events outside of Tacoma.
- Set up and coordinate farmers market gleans.
- Recruit and support partner institutions and/or volunteers to glean farmers markets in Tacoma and county regions.
- Maintain and evolve infrastructure in place to support gleaning activities (glean web, support for harvest coordinators, etc.).
- Review program to identify successes, opportunities to increase efficiencies and as a direct link to food access.

Farmer Outreach

- Continue to contact and work with local farmers.
- Support farm gleaning and farm culls as staff and volunteer capacity allows.
- Works to establish gleaning nodes outside Tacoma in Pierce County.
- Work with 10 new land owners outside of Tacoma.

DOCUMENTATION

PCD will provide to Pierce County a quarterly report summarizing its achievements in each of the above- listed tasks.

Further, PCD will maintain records, to be provided to Pierce County upon request, to document its summary reports.

FEE SCHEDULE

Successful accomplishment of all tasks will result in a reimbursement of \$80,000 for general program costs and \$45,000 for gleaning work in 2017 and annual adjustments tied to the Consumer Price Index – Urban for Seattle-Bremerton in January of that year, or other price escalator factor as directed by the Pierce County Executive, the Pierce County Budget and Finance Department or the Pierce County Public Works Director. PCD will prepare and submit quarterly invoices to Pierce County for payment by Pierce County starting March 31, 2017 and continuing through December 31, 2020. Payment is subject to receipt of the required documentation set forth in Addendum B objectively establishing that PCD is performing as required in Addendum B, with any disputes resolved under section 11 of the Agreement's Terms and Conditions.

IN-KIND SERVICES

In addition to the services procured through the PCD, Pierce County will commit the following in-kind services in support of the Community Gardens Program:

- Providing 50 percent of the staffing for the Edible Gardens classes.
- Promote Harvest Pierce County programs at appropriate public outreach events which Pierce County Sustainable Resources Division will be attending.
- Assistance in identifying publicity/marketing locations to provide outreach to Pierce County customers.
- Liaison services with Pierce County agency landowners.
- Access to customers via newsletters, websites, and Facebook; and community influencers and stakeholders

- such as the Solid Waste Advisory Committee.
- Requests to the Washington Department of Ecology to use Coordinated Prevention Grant funds to assist in the development of the Harvest Pierce County.

Addendum C - City of Tacoma

PCD shall provide the following services during the period <u>January 1, 2017</u> through <u>December 31, 2020</u> as described below:

INTERSECTION OF MISSION

The City of Tacoma (Tacoma) has established a goal of having the greatest number of community gardens per capita of any City in the United States. Tacoma believes that community gardens provide not only access to healthy food but promote healthy lifestyles and a greater sense of community. Tacoma is committed to an aggressive recycling program that includes creation of high quality soil amendments made from organics including wastewater biosolids. Promotion of gardening and urban agriculture and encouragement of the use of urban derived soil amendments in these endeavors furthers the City's goals of a healthier, safer City with a smaller environmental foot print.

The Tacoma-Pierce County Community Garden Program supports Tacoma programs in the following areas:

Food Waste Source Reduction: The United States Environmental Protection Agency has identified *source reduction* as the preferred and highest level of handling foodwaste generated by residents and businesses. This management method is preferred over the more traditional landfilling of foodwaste or the more recent implementation of foodwaste composting. Harvest Pierce County supports source reduction by increasing access to local and desired food.

Use of urban derived soil amendments: Not all yardwaste and foodwaste will be source reduced. Some will be composted, some will be introduced into the sanitary sewer collection system via food grinders and some will be consumed and the by-products of digestion will be introduced into the sewer system. Community Gardens provide an opportunity to return compost and biosolids soil amendments to the community which generated the recyclable material.

Outreach and Demonstration Sites: Community Gardens are gathering spaces at which Tacoma can provide outreach and education to our customers.

Enhancing a Connection to the Environment: Community Gardening is a hands-on endeavor that will help customers establish a more direct and meaningful understanding of their connection with, and impact on, the environment, and vice versa.

Creating and enhancing a sense of community: Community gardens create sense of community by bringing people together over a common endeavor. Community gardens create community pride and inspire neighbors to look after common spaces. This often results in lower crime rates, less blight and more beautiful spaces.

SERVICE AREA/CUSTOMER BASE:

The "Tacoma Service Area" shall be defined as the City of Tacoma.

TASK ONE – BUILDING A Community Based Food System

By December 31, 2020, PCD shall:

- provide and coordinate support for all existing community gardens in Tacoma and assist in the establishment of any new community gardens in the Service Area for which there is sufficient demand
- promote community gardening through outreach events like harvest celebrations, gardening seminars,

seed swaps and/or other gardening, composting or horticulture related events.

TASK TWO - Sustain the Community Based Food System

By December 31, 2020, PCD staff shall meet at least twice with each community garden within the service area (City of Tacoma) and asses the effectiveness of the program

By December 31, 2020, PCD shall prepare and provide a report on community food project program needs and produce a proposal on how those needs may be met.

TASK THREE – BUILDING AN EDUCATIONAL PROGRAM PROVIDING RELEVANT, ACCESSIBLE EDUCATION ON COMMUNITY GARDENING

PCD shall use the inventory of educational resources conducted in 2015-2016 to determine gaps in educational resources and produce a plan for filling these gaps.

PCD shall make all educational materials and classes available to Tacoma gardeners and interested citizens.

PCD shall conduct a series of educational workshops that encourage new entrants to community gardening.

TASK FOUR - INTERNAL PROGRAM DEVELOPMENT

PCD shall lead the effort to align internal program structure with ongoing equity work.

PCD will lead the effort to develop systems to allow responsiveness to community interests while staying true to identified strategies and capacity

TASK FIVE - EXTERNAL POLICY DEVELOPMENT

PCD shall lead the Harvest Pierce County Steering Committee (or sub-committees thereof) in the accomplishment of all elements of the Strategic Plan by December 31, 2020.

DOCUMENTATION

PCD will provide to Tacoma a quarterly report summarizing its achievements in each of the above-listed tasks. PCD will maintain records, to be provided to the funding partners upon request, to document its summary reports.

FEE SCHEDULE

Successful accomplishment of all tasks will result in a reimbursement of \$115,000 in 2017 and annual adjustments tied to the Consumer Price Index – Urban for Seattle-Bremerton in January of that year. Reimbursements not to exceed \$117,875 in 2018, \$120,822 in 2019, and \$123,904 in 2020. PCD will prepare and submit quarterly invoices to Tacoma for payment by Tacoma starting March 31, 2017 and continuing through December 31, 2020, subject to receipt of the required documentation set forth in Addendum C.

IN-KIND SERVICES

In addition to the services procured through the PCD, Tacoma will commit the following in-kind services in support of the Harvest Pierce County Program:

- Soil amendments in the form of TAGRO products and compost (as available) to all community food projects in the program.
- Wood chips as available to all community food projects in the program.
- Cardboard as available to all community food projects in the Tacoma service area.
- Building supplies for community gardens on City owned land in the Tacoma service area.

- Public outreach event space rental.
- Assistance in identifying locations to provide outreach to Tacoma customers.
- Irrigation systems and water hook-up for community gardens on city owned land not to exceed \$5000. The City will not be responsible for paying for Water service.
- Yard waste service to all community gardens on city owned land in the Tacoma service area

Addendum D - Metro Parks Tacoma

PCD shall provide the following services during the period January 1, 2017 through December 31, 2020 as described below:

INTERSECTION OF MISSION

Created in 1907 by a vote of the citizens of Tacoma, the Metropolitan Park District of Tacoma is a special purpose district responsible for park and recreation programs. Its boundaries include the City of Tacoma and the areas of Browns Point and Dash Point. The District is governed by a board of five commissioners who are directly elected by the citizens of the District to six-year, staggered terms.

Metro Parks Tacoma strives to be a leader among its governmental peers and to set an example with regard to stewardship and sustainability of park lands and facilities, efficient use of public dollars, excellence in educational programming and conservation of resources. Metro Parks oversees 2,960 acres of park and open space; the majority of the park land in Tacoma.

The Harvest Pierce County Program supports Metro Parks' strategic goals in the following areas:

1. Foster active lifestyles to support a healthy community.

Community gardening is far more than simply growing food in urban areas; it is an activity that has far-reaching consequences for the health and safety of our communities. By supporting residents to communally manage open space in their neighborhood, we empower them to take important steps to improve their quality of life and engage with their neighbors in powerful ways. It is not plausible to think that every member of our community will participate in community gardens, but all will benefit from a culture of community gardening — neighborhoods will be safer and more beautiful, residents will be healthier and have greater access to fresh local food, and relationships will be built that will support stronger and more engaged communities. The development of this culture begins with the gardeners that are actively experiencing the benefits of community gardening but will spread to include community organizations and neighborhood residents as well.

2. Foster appreciation and stewardship of wildlife and natural resources.

Communal gardening allows citizens to not only experience the process of growing their own food, but also experience the process of managing a common property with their neighbors to achieve a productive and vibrant garden. Metro Parks believes that this process helps instill a sense of understanding and passion in Tacoma's citizens about the natural world and their place in it.

3. Foster appreciation of culture and heritage.

Communal gardening allows citizens the opportunity to share the greatest common denominators that all people have-food. Through the process of growing and managing gardens, citizens will be more apt to take the next step of communicating and sharing customs, traditions and cultures. In the long-term, these activities help bind Tacoma into a more closely knit society where neighborhoods understand and are compassionate supporters of each other's differences.

4. Be an accountable and responsive agency that contributes to a sustainable and livable city.

Metro Parks has been involved in Tacoma's community garden's program since the early 1980's. This contract with Harvest Pierce County enables the administration of our current community garden program in an efficient and effective manner.

SERVICE AREA/CUSTOMER BASE:

The "Metro Parks Tacoma Service Area" shall be defined as those properties operated by the Metropolitan Park District of Tacoma, including the areas of Brown's Point and Dash Point.

TASK ONE - BUILDING A COMMUNITY BASED FOOD SYSTEM

Starting January 1st, 2017, PCD shall:

- Provide administrative support in the operations of the seven existing gardens in the Metro Parks Tacoma Service Area, including but not limited to plot assignments, governance assistance, garden leadership team development, coordination of resources and opportunities for gardeners, and conflict resolution.
- PCD shall place focus and effort on ensuing that existing MPT gardens receive needed attention and focus
 to ensure that garden leadership teams feel continually supported.
- Proactively respond to community desires for additional community gardens or resources therein; assist
 MPT in assessing community demand and solutions for new garden development.
- Develop a succession and governance plan to be in place for the Swan Creek Park Community Garden that will be adopted and in place by December 2017.
- PCD staff will develop an outreach plan to find volunteers interested in pruning and maintenance of the blueberry bushes. PCD staff will continue planning with the community for a new garden on site and will support the new garden in the same fashion as the existing gardens.
- PCD shall coordinate meetings with each garden's leadership team, MPT staff and other community
 members (as desired) at least once per year to discuss current conditions, needs, desires of all parties
 involved. PCD shall work with garden leaders to resolve conflicts and explore creative solutions to garden
 challenges.
- PCD will provide support and assistance to volunteers at the Swan Creek Food Forest in their efforts to become a viable and sustainable group dedicated to building, maintaining and interpreting the Food Forest.

TASK TWO – SUSTAINING THE COMMUNITY BASED FOOD SYSTEM

Starting January 1st, 2017, PCD shall:

- PCD shall seek opportunities to extend and strengthen the capacity of both new and existing community members and volunteers engaged in community gardens in the Metro Parks Tacoma Service Area.
- PCD shall provide and promote trainings and workshops focused on volunteer management and leadership development for participants in the MPT community garden program and in support of the continued effort to make MPT gardens as self-sufficient as possible.

TASK FOUR - ENGAGING OUR COMMUNITY

Starting January 1st, 2017, PCD shall:

 PCD staff shall extend and make available all educational materials, classes and events to participants in the Metro Parks Tacoma Service Area.

DOCUMENTATION

PCD will provide to Metro Parks Tacoma an annual report summarizing its achievements in each of the above-listed tasks. In addition, PCD staff will make at least one (1) presentation to the MPT Board of Park Commissioners with regard to the progress and status of the work outlined in this MOU. Further, PCD will maintain records, to be provided to Metro Parks Tacoma upon request, to document its summary reports.

FEE SCHEDULE AND IN-KIND SERVICES:

Metro Parks Tacoma shall compensate PCD in the amount of \$25,000 in 2017 with annual adjustments tied to the Consumer Price Index – Urban for Seattle-Bremerton in January of that year. In the event that Metro Parks Tacoma

provides office space at the Wright Park Center for Urban Horticulture during the ordinary hours of operation of the building the compensation will be discounted on a monthly basis of \$1250.00. If there is no use of office space the compensation will be in the full agreed upon amount. Parking for vehicles is not provided and at no time are any vehicles associated with the Harvest Pierce County Program (either public or private) allowed within the boundaries of Wright Park. Metro Parks Tacoma retains exclusive rights to the building and its associated activities. In the event that office space is required it shall be equipped as follows:

- 1) 4 cubicles and associated chairs, desks and filing cabinet space.
- 2) Internet access.
- 3) 1 conference table and of sufficient size to accommodate a 12 person meeting.
- 4) Shared kitchen facility- contains a microwave, sink and associated utensils.
- 5) Shared restroom facilities- Metro Parks will clean and maintain the restrooms in a manner acceptable for public access.

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Harvest Pierce County Strategic Plan 2015-2017

Vision: Our region has a thriving community engaged in a just and healthy food system

Mission: Investing in people to foster and sustain an equitable and healthy community-based food system throughout Pierce County.

Values: These are lenses with which we view all of our work

- Equity
 - o Respect for people and their stories
 - o Respect for our environment
- Partnerships
- Inclusivity
- Collaboration
- Flexibility (or fluidity)
 - Opposite of "stale and stuck in our ways"
 - Not meant to be synonymous with "lack of focus"
- Innovation
 - o Seeing and acting on potential.
 - o Being opportunistic
- Community
- Celebration

What is a Community Food Project? A Community Food Project is a project in which people are working together and in partnership with organizations to create a more just, healthy and sustainable food system. Food is produced, processed, shared, and/or consumed in ways which connect people to each other, their food system, and their environment – so that all people have access to the food necessary for good health. Community gardens, fruit tree harvesting hubs, gleaning volunteer crews, participants in a veggie co-op, and community canning kitchens are all examples of Community Food Projects. We see the Community Food projects as entry points for people to engage in their food system, and believe that engaged people can transform the larger food system.

Strategy 1: Building a Community Based Food System

We envision a region where people are engaged and invested in the health, equity and sustainability of their food system. This will look different in each community. This strategy encompasses the work of engaging community members to develop new Community Food Projects, the creation of new systems to support and integrate those projects, and the equitable distribution of resources and opportunities throughout.

- **1.1.** Goal Develop together with a diversity of partners a Community based food system by facilitating new projects and systems to integrate those projects into the broader network.
 - A. Objective Support the development of new community food projects throughout Pierce County

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- 1. **Action** Develop templates to support a greater diversity of community food projects based on community garden work (i.e. food forest, fruit tree harvesting hub, veggie coop)
- 2. Action Promote opportunities to diverse communities
- 3. Action Act as a clearing house for community groups—connect them with appropriate partners when it goes beyond our capacity
- Action Conduct research to further develop clearing house capabilities (i.e. youth, economic development, free meeting locations, commercial kitchens, lending libraries, physical resources, etc.)
- Action Facilitate the development of Community Food Projects during their development through meeting facilitation, resource coordination and other support as needed.
- 6. Action Develop pilot projects as needed to test new models of Community Food project
- 7. **Action** Maintain and evolve infrastructure in place to support gleaning activities (glean web, support for harvest coordinators, etc)
- 8. Action Actively seek partnerships and collaborations with organizations and individuals interested in developing a just and healthy food system to expand the network of people engaged in this work
- B. **Objective** Develop systems to support public and private organizations' participation and engagement in the creation of Community food projects
 - 1. Action Develop MOU with Tacoma Public Schools to facilitate the development of a greater diversity of school and youth programs
 - 2. **Action** Work with Pierce County to develop systems for encouraging Community Food Projects on County property
 - 3. **Action -** Develop procedures to assist smaller municipalities and other large landowners in supporting Community Food Projects as needed
 - 4. **Action** Pro-actively assess gaps in the food system and institutions that could play an active role; work to develop systems to support and engage these institutions
- C. Objective Develop systems to support economic entrepreneurship in Community Food Projects
 - 1. Action Identify partners with skills and resources in business development
 - Action Build partnerships with other organizations to support entrepreneurship in the food system
 - 3. Action Clarify our role in the development of these types of activities in the community
- 1.2. Goal Integrate equity into the way we work and support the development of community food projects
 - A. Objective Engage and work with a greater diversity of communities on a greater diversity of Community food projects.
 - 1. Action Develop strategies to target diverse communities for outreach and volunteers recruitment
 - 2. Action Develop & pilot different community engagement models, (i.e. learning work parties, "barn raising" model, etc.)
 - 3. Action Conduct outreach to diverse and underserved communities
 - 4. **Action** Continue to cultivate partnerships with organizations currently engaged in serving diverse populations

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Strategy 2: Sustaining the Community Based Food System

The work of developing and sustaining a community based food system is tremendous, and those engaged in the work will need support. This strategy addresses this reality through capacity building for volunteer leaders, educational opportunities on both food- and community-related topics, effective systems for volunteer management (both for HPC internally and for volunteer-led projects), and the seasonal celebration of the work that is so important.

- **2.1. Goal** Support people to develop leadership abilities and become competent in the skills necessary to successfully manage a community food project in collaboration with neighbors (i.e. transparent decision making processes, conflict resolution, shared leadership, inclusive processes, non-violent communication)
 - A. Objective Citizen leaders will feel that there are support resources for all aspects of project development and maintenance
 - 1. Action Develop trainings and resources to support people in community project management (on the above-mentioned topics)
 - 2. Action Host 2 new workshops per year on topics related to leadership and project management
 - Action Define for the community what a Community Food Project is in terms of goals and processes, and what resources are available to each type of project.
 - 4. Action Develop systems to manage volunteers internally
 - **5. Action** Develop procedures to provide resources to Community Food Project leaders about effective volunteer management
 - **6. Action** Further develop system to cultivate leaders and sustain work through internship opportunities, etc.
 - **B.** Objective New community food projects are integrated into existing support networks and local hubs of activity
 - 1. Action Sustain existing networks
 - 2. Action Evolve existing networks based on community feedback
 - Action Conduct site visits with project members and/or landowners (farmers) on an annual basis
 to maintain relationships with project leaders and hear directly from people about challenges and
 successes.
- **2.2** Goal People are passionate about this work and are motivated to work together to create change in their communities
- **A. Objective** Create a culture of fun and friendship among volunteers to motivate and engage.
 - 1. Action Develop supporting systems to encourage a sense of community among volunteers
 - 2. Action Actively engage the community in a diversity of motivating and celebratory activities, including (but not limited to) visual arts, music and dance.
 - **B. Objective** Recognize the tremendous amount of work community food projects require through events to mark the season and celebrate successes
 - 1. Action Plan and execute Annual Kick-off Volunteer recruiting event
 - 2. Action Plan and execute Annual AbunDance Volunteer thank you event
 - 2.3 Goal Pierce County has accessible, relevant healthy food system information available to all people

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- **A. Objective** Assess community demand for educational resources and evaluate appropriate role for HPC and other partners
 - 1. Action Sustain Edible Garden work to increase diversity of locations as a community engagement strategy
 - 2. Action Sustain Fruit tree educational program and work to increase diversity of participants
 - **3.** Action Sustain Food Preservation educational resources to support the community in managing fresh food efficiently and work to increase diversity of participants
 - Action Collaborate with WSU MG program to teach and evaluate 'Community Garden Specialist Track' for Master Gardeners
 - 5. Action Teach workshops for partner organizations by request if capacity exists
 - **6. Action** Develop tool for assessing whether new educational programming should be developed internally or through partner agencies
 - **7. Action** Develop partnership with other food project education programs when internal capacity does not exist for expansion of offerings
 - 8. Action Develop new educational programming when appropriate
- 2.4 Goal All programs and projects are effective and are achieving stated goals
 - A. Objective Metrics are developed and used to quantify and document change in the community
 - Action Develop model for receiving feedback from volunteers and others engaged in Community Food Projects
 - 2. Action Develop database and methods for effectively tracking information of community gardens
 - **3.** Action Information is gathered from community gardens to better understand impact in the community and service gaps
 - 4. Action Develop (in partnership with Food bank system) systems to monitor and maximize usage of fresh produce generated by HPC volunteers

Strategy 3: Sustaining our program

We cannot do this work in the community if we do not sustain ourselves financially, develop appropriate systems for effective management of the work load, and align our internal systems with the values expressed in our external work. We will do this through increased and more diverse fundraising strategies, further development of internal management systems, continued learning and development of equity principles in practice, and strategic partnerships.

- 3.1. Goal Be equitable internally as well as in work with the community
 - A. Objective Align internal program structure with ongoing equity work
 - 1. Action Participate in the COI Equity Work
- 3.2. Goal Sustain dynamism of work while developing systems to maintain work at a manageable level
 - A. Objective Develop systems to allow responsiveness to community interests while staying true to identified strategies and capacity
 - 1. Action Develop systems for managing work load and number of projects supported at any given time
 - 2. Action Develop incubator program to systematize pilot project creation and evolution
 - 3. Action Develop strategy screen

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- 4. Action Further develop internship program
- 3.3. Goal Financially sustain the work of Harvest Pierce County
 - A. Objective Further develop stable ongoing revenue to support programs.
 - 1. Action Fundraise enough stable revenues to move staff off of grant funding
 - B. Objective Continue to build our community of advisors, allies, and friends of Harvest Pierce County
 - 1. Action Create opportunities to gather and strategically invite potential new partners and advisors
 - C. Objective Develop infrastructure of funding community food projects internally
 - 1. Action Engage in private donor fundraising
- **3.4. Goal** Harvest Pierce County's identity as a collaboration of agencies and HPC's role in the community is recognized and understood
 - A. Objective Clarify for funders, partners, and the community the role of Harvest Pierce County in Community Food project development
 - 1. Action Clarify the types of support provided to different types of community food projects
 - 2. Action Work with partners to develop appropriate signage with logo at community sites.
 - 3. Action Update map and develop new ways to use it
 - **4. Action** Develop inter-community member communications systems, connecting people to groups and groups to each other
- 3.5. Goal Maintain staff team to be happy, healthy and effective
 - A. Objective Formalize systems for staff support and growth
 - 1. Action Further develop systems to manage the challenge of the seasonality of work demands with respect to work/life balance (within existing constraints)
 - 2. Action Prioritize time and resources for staff trainings

Strategy 4: Engaging with our Community

Because much of the work we do in the community is relatively new, there is a large role for community engagement to continue to reach a more diverse population and engage their energy and ideas into the work of building a just and healthy food system. This strategy encompasses a variety of communications strategies and seasonal community engagement events.

- **4.1.Goal** Engage the broader community in a conversation about what a just and healthy food system looks like and what is the role of people in creating it
 - **A. Objective** Develop and maintain communication systems that regularly inform, engage, motivate, inspire and celebrate our volunteers, partners and advisors
 - 1. Action Develop and distribute a Monthly Newsletter
 - 2. Action Participate in PCD monthly e-newsletter, quarterly print newsletter, and Annual report
 - 3. Action Maintain an active social media presence
 - 4. Action Develop a system of putting posters up in a cost effective way (poster collective)
 - **5. Action** Use posters strategically to reach new audiences

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- Action Speak at conferences and other events by request to inform new audiences about our work
- **B. Objective** Plan and execute community events to inform, engage, motivate, inspire and celebrate our volunteers, partners and advisors
 - Action Host Gleaning Kick-off to recruit new people, re-connect former volunteers, and launch summer harvest season.
 - 2. Action Host Summit to educate the community (on a broader range of topics than we typically offer), showcase our diverse programming, demonstrate our values & vision, celebrate the work happening.
 - 3. Action Host AbunDance to celebrate the year's work and to thank volunteers and partners
 - **4.** Action Host meetings to continue to build a network of community members engaged in food projects
 - **5. Action** Host Seed Swap to ensure food production is accessible to all, and to celebrate the beginning of the season.
 - 6. Action Host (or coordinate with partners in hosting) a Tour of community sites to promote community leaders, celebrate the work of community gardens, raise awareness of community food projects and their diverse forms
- **4.2. Goal** –Continually recruit new and more diverse people to our work
 - A. Objective Develop new outreach methods to connect with diverse organizations and diverse citizenry
 - 1. Action Plan for strategic tabling being thoughtful about geographical location and demographic for this resource intensive outreach strategy
 - 2. Action Develop relationships with cultural liaisons to assist in outreach to diverse cultural groups, addressing language barriers and differing cultural values

Strategy 5: Advocacy

As the County-wide resource for people and agencies in regards to Community Food Projects, there are times when it is necessary to communicate our thoughts and experiences in a way that influences local policy. We intend to develop a procedure for how and when to utilize this strategy for maximum benefit and effectiveness.

- **5.1** Goal Harvest Pierce County has a clear system for deciding how and when to engage in advocacy to promote a just and healthy food system and the capacity to use it when necessary.
 - A. Objective Develop a clear procedure for how and when Harvest Pierce County should engage in advocacy.
 - 1. Action Work with Steering committee to develop guidelines for the development of this procedure.