



Transition US Teleseminar Transcript:

“Scaling Up Community Resilience in the Shadow of Chevron”

with Doria Robinson of Urban Tilth

February 10th, 2016

INTRODUCTION (Carolyn Stayton):

Today’s topic is “Scaling up Community Resilience in the Shadow of Chevron.” Our guest is Doria Robinson of Urban Tilth. Doria will be talking about the Urban Tilth model. It’s a high-impact, grass-roots organization that builds resilience in Richmond, California. Richmond is a very diverse community in the San Francisco Bay area. Urban Tilth hires and trains residents to work with schools, community-based organizations, government agencies, businesses and individuals as they develop the capacity to produce 5% of the community’s food supply. Doria will walk us through the work that she has been doing since 2014. Doria is a third generation resident of Richmond, California. She is executive director of Urban Tilth. She was raised in a strong church community where her grandfather was the minister. Doria spent weekends and summers on the church’s 500-acre ranch in Fairfield, California. Her grandfather taught her a lot of lessons of cooperative economics. She also worked on organic farms in Western Massachusetts when she attended Hampshire College. Doria is a certified permaculture designer, a gardener, a nutrition educator and yoga instructor. She is a blogger. She is involved in Richmond’s food policy council and a number of other things, some of which she will talk about today, a new initiative called Cooperation Richmond, for example. In 2014, Doria led the charge to develop Urban Tilth’s first three-acre urban farm in Richmond. It is a re-launch of the farm-to-table countywide CSA which focuses on hyper-local produce and has seeded the Richmond Food Policy Council’s effort to install salad bars in every Richmond school.

Doria, thank you so much for joining us today. We have a nice, intimate group today. There are eight of us on the call so far. We have some others joining us. Doria, I know you had some initial polling questions; we will start there. We will go into the presentation. People can open that; it takes a few seconds to open it, so get that ready if you can. So Doria, over to you. Thank you so much.

AUDIENCE SURVEY:

(Doria Robinson): Thank you so much for having me. I am here sharing our story, hoping that everyone gets out of this hour what they are looking for. To understand who is on the call, I want to ask a couple of questions.

- Do we have any farmers or gardeners on the call? If you consider yourself a farmer or gardener, please press 1 on your key pad; if not, press 2. 75% said yes, 25% said no.
- Would you consider yourself a social justice activist, not environmental, but social justice? If yes, press 1; if not, press 2. 75% said yes, 12% said no.
- What do people want to get out of today’s call, what topics are they interested in having me cover? If 1-2 people would speak up about something really burning they’d like to hear about or

talk about, I'd appreciate the feedback. (Carolynne) What can Doria add to your toolkit? What are you interested in today?

(Marissa Mommaerts) Hi, Doria, this is Marissa in the Transition US office. I've heard you speak a bit and also read your interview with Rob and really admire the work that Urban Tilth is doing about the importance of providing livelihoods to people to build community resilience. I know that is part of your model. I'm curious about the model, like where does your funding come from or how are you able to support people, provide jobs for people to be growing food. I'm also curious about Cooperation Richmond which I have heard just a little bit about and I think is tied into the livelihood piece.

(Doria): Okay, great, thank you. I will definitely focus on those aspects when we get into the presentation. Is anybody else just some burning to ask something?

(Carolynne): Nils, go ahead.

(Nils Palsson): Hello. My name is Nils. I'm actually also with the Transition US organization. I am also emerging as a congressional candidate for the House of Representatives here in Northern California. Quite apart from that, I am excited about the idea that when we say "scaling up community resilience," that's what it is all about, no waiting for government, not waiting for big business, none of that. We've got to do it ourselves. My question is, if we can imagine shooting for the moon, if we actually imagined taking back the government for the people and by the people, how can we leverage these kinds of models, like Urban Tilth, and really scale it up in a huge way in the coming decades as we really get grooving, so kind of like the 30,000-foot view, where can we see this really going and scaling up with deep government support if we really take it back to the people.

(Doria): This presentation will give you a background so everyone (if you haven't read interviews about Urban Tilth) will have a basic understanding of where I'm coming from and what Urban Tilth is. I'm going to speed through it so I can get into the work we're doing now and where we are now. We're at this interesting moment in time for Urban Tilth. Urban Tilth was ten years old, last year. This organization is run by very low income people, people of color in Richmond, that's huge, being ten years old. The first ten years was kind of like the first book of Urban Tilth. Now we are starting to write the second book of Urban Tilth. A lot of it is focused on the economics of making the model that we piloted over the first ten years really actually work and scaling it up, trying to figure out those economics. How do we actually move into a world of just transition, away from fossil fuels and toward right livelihood for everyone, not just people who can afford the alternative.

I am flipping through the Power Point that is in the PDF form, starting with the first page. Urban Tilth is an urban agricultural organization based in Richmond, completely run by Richmond residents. We have 19 staff year round, ballooning up to 65 staff in the summertime when we have all the gardens and programs going, and all the things in full bloom. Most of our staff have come through our program, so they started with us as sophomores or juniors in high school and have actually grown into positions where they are managing farms and other projects, 6-8 years later. We are all Richmond residents which is something that is really unusual for a nonprofit organization serving an underserved community. Usually it is served from other communities or other cities who come and to try to help people who are underserved. We saw early on that a nonprofit is a vehicle, a tool you use to get something done. The way that nonprofits have been used in the past is other people come in to try to serve a community. When we looked at the economics of that, we saw that 60% to 70% of the budget of a nonprofit goes to staff who run that nonprofit. When people give money to a nonprofit, 60% to 70% is going to the staffing and not directly to the community that they are trying to serve. We cannot just grow food and get it to the people (which is our mission). We must also

deeply serve the community by hiring and training people from that community so that 60% or 70% of our dollars are being cycled into that community, and not going out to pay mortgages and bills in more affluent communities. That was one of the first key points which became kind of a political statement, even though at the time we were thinking that so many people really need work, any work, so this was a small thing we could do. Over the years, holding that line has been actually political.

If you look to the second slide, you see a lovely picture of our Chevron refinery on fire. This is the other key aspect of doing this work in Richmond. I was sitting in my house on 12th Street which is 12 blocks from the Chevron refinery, when the refinery blew up a few years back. I could see the fire from my front porch, it was so big. The sky went black, and the fire alarms were going off, and it was like we were under attack. This is not the first time it had happened, not the first time I lived through it. I can remember at least three other occasions when similar things have happened. Actually, right before this webinar, we had our normal Wednesday 11 o'clock siren. A kind of emergency siren goes off to make sure the system is working. It's this particular context that we are living in. The factory came before the city; it's over 100 years old. The majority of the people came afterwards to work in the shipyard, so it's a really interesting relationship in the city, politically, historically, (the city is) really owned by the corporation, a corporate town. There have been massive battles over the past ten years, Green Party and other progressives. The Richmond Progressive Alliance changed that dynamic with a lot of wins there, in Richmond, including the last election when the slate of Chevron candidates were defeated, even though they had so much more money than the progressive candidates did. The entire slate was defeated. This was a huge win for the community against the corporation that never has happened in Richmond before.

If you look to the next slide, you can see that Richmond has inherited a lot of other things. After World War II ended, there was a huge buildup of industry and a huge explosion in the population. There was no plan to deal with people finding jobs or deal with the economy, having an economy that wasn't based on wartime. It started a decline that became increasingly pronounced. Although Chevron is technically the largest employer in Richmond, they employ very few Richmond residents. The industry is dirty – and accounts for about 2000 folks. In a city of 130,000, a lot of people are out of work, primarily African American and Latino, either completely unemployed or painfully underemployed. On top of that, the city is technically one of these food deserts. It is not a food desert in the sense that there is no food; rather, there is a cornucopia of junk food. It is really difficult to find healthy, whole food. There is breakdown in the economy, not a lot of access for people. We deal with a lot of youth in the city through a program at Richmond High School. We have an urban agricultural American food systems class that we have been teaching for nine years. They operate a garden, a farm and a nursery. They grow food and distribute it to folks in their community. We talked to them about what kind of jobs they see themselves having if they are not on a college track. People are aspiring to have a job at Wal-mart or Target (who pays a little better than Wal-mart). It's depressing, the lack of opportunity and lack of access that thousands of kids are facing.

We faced this intense situation, and we looked around and asked, "Where are our assets?" We know the things that are difficult, the things that we need to change. We need jobs, we need whole foods. We need access to opportunity. How do we create opportunities out of these challenges? We looked around and saw not only did we have all these other things, we also had a lot of vacant land, people who were unemployed were actually available to possibly do something else. We started to put all those things together and re-imagined the landscape that we lived in so that a vacant lot became a corn field. The next slide is a picture of one of the areas AdamsCrest farm. We are growing corn there. AdamsCrest farm is actually an abandoned middle school that was built on an

earthquake fault so it had to be shut down. The upper field is just under an acre, kind of overgrown. The school district was mowing the lawn there and spending a lot of energy trying to maintain that spot. We took it over and made our first urban farm. All of the 13 different school and community gardens that we run and maintain or helped to start in Richmond were all on public land, owned by the school district, the county, or the city. They were all places that were not being used. They were underused locations, blighted. Places were dumping grounds, magnets for illicit activities. Sometimes they continue to be a magnet for illicit activities, and we struggle with that.

Another part of our model is that we look for things in our community that should be faults and take them on as challenges and opportunities for change, and use them as a teaching moment. There is nothing more empowering for youth than to come into a program where there is a vacant lot that looks like nothing and in the course of six weeks or eight months or eight years, we transform that into a thriving garden that produces food that they can give to people that they know. It helps them get through the month or make a special meal or do something different or actually becomes something that they can sell at a market stand. All of a sudden, refuse becomes a way out.

Another part of our model is on the next slide. People. These are four images of four youth who are in our 2013 summer apprentice program. We have a summer youth apprentice program that we have run every year for nine years. Forty youth are intensively training for six weeks, 100 hours. They all work in a particular garden or farm and understand the system of that garden or farm during that time. They participate in growing, our farm stand, a little introduction into small business. One of the things that this program is doing, besides helping us grow food in the summer which is our highest season, of course for any farmer, is giving each one of those 40 youth a chance to be someone, to have a name, to be recognized, not to be a random statistic in the City of Richmond. They are not just part of some sad story, having no history, no name, no family, no ambitions or dreams. We make it our mission to actually get to know everyone, get to know Karen, get to know everyone who comes into our frame. In the frame of Urban Tilth one becomes an urban family in which one transitions from anonymity to being a part of a community, going through the process of learning what leadership is and learning that leadership comes with the necessity of learning real skills. Just being a good talker is not good enough to be a leader; one actually has to know how to do something and have what you are talking about be based in real knowledge. Creating space for youth to become active members of a civic community is one of the underlying functions of our urban ag program and underscores that we are not just a statistic which is the next slide.

Not only to the kids in the program, but to everyone who is watching the program from the outside, there are thousands of kids growing up in Richmond who are not shooters, who are not on drugs, who actually want to do something with their lives but have not had the opportunity to do so. There is a sense that when people are making less than \$12,000 a year that there is something wrong with them and that they can't be helped or that they do not want to be helped. I was at a class, and the question was asked, "What do you do with people who can't be helped or don't want to be helped?" My answer to them was that most of the people that I live next to work, and they are poorly paid for the work that they do. If they don't work or are not working, they want to be working. They want to be a part of their own solution. They do not want to be victims of their circumstances. Next slide.

We get all kinds of people participating in our garden projects. People who want to be active if they have had an injury on the job or if they have had something that is keeping them out of the mainstream world. They want to be part of a community. They want their lives to matter, and they want to be self-supporting. Urban Tilth has created a place where they can sort that out and

possibly reenter a world that wants them. Creating opportunity is a huge part of what we do, reframing science, using agriculture to get people to open up to science and thinking about what are the drivers in our environment. How does this world work? Science has been spoiled because of the way it is taught in school in minority and low-income communities. It is deadening; you just memorize and spit it out; it does not encourage one to look at the awesome intricacy of the system and the way that we can be an actor in that system. That's the kind of magic we try to bring into our immediate environment. One of the things that I love to do when I'm working with the folks in our programs is to stand on some decimated asphalt space and note that there is nature all around us that is covered up, and we can't see it, but it is stronger and older than us. We just give it room, it will come back. We can help that process, restoring and nurturing the spaces that we live in. We can actually re-imagine the spaces that we live in. Next slide.

This is a picture of a woman with a bunch of native plants which we had planted, and made bouquets from the things that we had planted. In teaching about natives and creating communities for plants and animals, not just for ourselves, we can create habitat with our gardens. We can bring other beings back into our lives and not be so separated in these urban landscapes. The way we created our cities does not have to be the way that we live in cities going forward. This is one model of how cities have been created. We can question that model, break concrete and bring back the natives, plant them, nurture them, and be okay with bees and other animals cohabitating with us. We have to learn how to do that. We are not stuck in the world that we have inherited. Transforming these spaces, taking dead ends around our creeks and putting a garden there as a symbol of the relationship that we really want with wild spaces, a co-conspirator, a collaborator with nature, rather than someone who dumps on it, covers it up, or turns it into a culvert. We can reclaim public space.

Often in low-income communities, what is public is perceived as private by people who live there, that public spaces are not there for them. There is no sense of entitlement to public space. In more affluent communities, there is a sense of entitlement and availability for people who live there. In low-income communities, it is seen as space that is policed by the people who own it, which is the city, which are the "other" people and not "us." That is one of the things that Urban Tilth works on changing, taking back that sense of collective ownership and seeing ourselves in the public domain. The other side is to make learning central. When I look forward into the next ten years, I see a huge challenge of climate change and a desperate need to move away from petroleum and the capitalist mindset that drives the propagation of that product in everything we do. The only way to get out of this mindset is to get people to be active participants in society. Being passive consumers is part of the problem. Getting people to learn and think about how they can produce a yield by collaborating with systems in the world is something that we do actively, purposefully. We cannot make a transition with passive participants. Instead, they need to interact with public and wild and natural spaces.

We started a watershed restoration technician program this year, based on our youth apprentice model. We take a group of high school graduates and teach them watershed restoration, giving them tools to be there as we make the transition to green infrastructure in all of our schools in response to the Clean Water Act, bringing in rain gardens and other things to treat our storm water runoff and our flood control channels. We need people to maintain these spaces because they are not in big parks where nature can take care of itself. They are like gardens along streetscapes and along flood control channels. We need people there to collaborate with the plants and animals. When a creek is restored by naturalizing the bank, the area needs monitored, the way the Native Americans participated in the landscape. There is a great book called [Before the Wilderness](#) that

goes into this. It is a participatory process, instructing us to interact with nature, no matter where it is, including in our cities. Over the past 2-4 years, we've been looking at how to make a larger impact. We make a brilliant, beautiful impact in these concentric circles around each one of these 13 different school and community gardens. While this is great, 10,000 people a year are being profoundly impacted, but there are 130,000 people in this city. How do we make a deeper impact? Three years ago, we helped create the Richmond Food Policy Council with then Mayor Gayle McLaughlin. One of the first projects was a simple fix, to get more fruits and vegetables into the 52,000 students in the school district by just offering them. When we first started, there were no salad bars in the schools; everything that they got was something warmed up, pre-packaged, processed food. Fruit included bananas from a refrigerator, i.e. poorly managed, pears that weren't ripe. We started a school food campaign to install salad bars in all the Richmond schools, getting two of the salad bars into two of the most impacted schools. It was a huge hit; the parents loved it. They'd go eat at the salad bar. It's a way we are getting whole foods into the schools. The key to this particular project is not just that we are getting salad bars there, but requesting and demanding distribution and processing of whole, healthy food within the school district. Two years ago, there was no way to order this food or store it and no way to prepare it according to food codes. In order to demand one salad bar, it encouraged the creation of a back end. Once that was created, we now have the ability to ask for many other things such as local procurement and organic food. Until we had that back end to support whole, fresh food, we couldn't demand these other things. Urban Tilth takes a long-term view. One or two salad bars today becomes an organic, local food hub, ten years, five years from now. We realized that by starting these small urban farms, not only did we need to change the culture to eat local whole food, we needed to scale it up to become economically viable. We needed to have a system in place to distribute the volume to make it work. The Richmond Food Policy Council works on that scale. While the gardens and farms are great, in order to go bigger we needed to first think about market. Who will it feed and how will we get it to them? How do we store it? We needed to make connections and plans.

We've had a lot of impact over the years: 48,000 program participants, 377 people employed through our non-profit at \$10 to \$18.50 an hour; it's not a lot but more than what they get at Target. It's saved people's housing. It's helped people go to college.

The sense of empowerment that people who live here get from finding their own solutions, not like boot-strappers but people collectively taking care of each other, collectively managing assets to their benefit, improving conditions for everyone in the community. As someone earlier said, "not waiting for someone to drop in and save us." The whole dynamic and paradigm was tiresome. As we move forward, we keep a focus on teaching youth, making sure that the best principles are used on our gardens, that there are no throw-away people and no throw-away land.

One of the things that we find in living in an urban community is that land and soil have been decimated. The soil is supposed to be alive with millions of microorganisms. Our industrial approach and urban mindset is to kill everything for all kinds of reasons. At Urban Tilth, we reverse that; we bring life back to even the most decimated soils. Nature is resilient, we are as resilient as nature and part of that. We are nature and can bring fertility and life back not only to the soil but to ourselves. It's a way forward. It has been very powerful, working with the youth here. They are extremely inspiring. You hear about a minority of youth in the news who have done crazy things, have lost their way, shooting people. You don't hear about the other 97% who are brilliant, who want something better for themselves. That's the opportunity and light we bring with this particular, specific, purposeful message.

We are at the second to the last slide now, called Opportunity. It shows the North Richmond Farm Project. It is our largest farm, three acres. A good portion of the project space is used for housing entrepreneurial projects, a café, a bike shop, a market stand, a farm stand. In this particular part of Richmond, there is no access to healthy, whole food. The only actual businesses are a convenience store and a liquor store. Urban Tilth has answered the question of whether people want to be part of the solution around climate change, eat fruits and vegetables or live a healthier life; of course they do. How do we expand this, taking it from 200 people around the garden to 130,000 people? How do we break into a market of \$6,000,000 of fresh produce that is sold within Richmond every year and divert some of those resources to support hyperlocal agriculture, creating opportunity for people in the process? This is the next phase of what we are working on. Cooperation Richmond is a cooperative incubator project, started by a colleague and myself, knowing that a lot of people in Richmond want to do something besides working for Target all their lives. They have ideas but don't have capital. Many do not have training in small businesses, but they might have ideas and skills, so collectively, they could create enterprises that could lift them all. We are creating an incubator to coach worker-owned cooperative businesses, starting from the idea to becoming a legal cooperative, helping them with basic business skills like setting up an accounting system, creating a business plan which will be self-sustaining, and very importantly, getting them enough capital. Low-income communities don't usually have wealth, assets or a safety net to fall back on. They don't have access to enough capital. This almost always guarantees their business will fail unless they are very hard working, creative and lucky.

We have been working over the past year with an organization called the Working World which has a history of starting cooperative enterprises in Argentina and other places around the world, converting very large businesses into cooperatives in the United States. They have access to capital and are currently exploring the divestment movement from fossil fuels that has been growing particularly on college campuses, asking colleges and universities to divest from petroleum products and reinvesting in more sustainable, climate-friendly industries. During the reinvestment process, what if they put aside a little bit of their millions in funds for the creation of worker-owned cooperatives within a whole selection of target communities across the United States?

The resources and capital that will be needed for these projects are not just for "me and my friends," but for "me and my community." Making a food hub that will serve the West Contra Costa Unified School district involves real estate and a means of transporting and storing the food. Even though we are local, it is not likely that the food is going directly from the farm to the school plate. Steps will be required in between which will require capital.

So, over the next ten years, we need to take this enthusiasm and knowledge and apply it to serving the whole community, not just this small Richmond "family" that we have created.

QUESTIONS AND COMMENTS

Carolyne: Doria, thank you. I am so impressed with all of the work you are doing and getting a sense of the salad bar and that whole back end that needs to happen to have a salad bar come into a school. I'm excited about Cooperation Richmond and the North Richmond Farm Project. These could be such models for other parts of the country and the world.

I wanted to open up for questions and comments.

Marissa: Do you have tips for working with young people, in particular, cultivating and supporting leadership?

Doria: Urban Tilth employs youth who are a little older in peer-to-peer teaching. Sometimes when we have pictures of our summer apprentice program, people wonder, “Where is the staff?” We started with a small group of youth in our first apprentice program and poured a tremendous amount of love, attention and energy into their development. They did the same back to the folks who were coming up behind them. That’s our model - we continue to do that today. The summer apprentice program is actually structured. We get it funded from foundations by presenting it as a three-tiered training process. The apprentices in the actual program are one tier of training, then we have something called “seconds” who were apprentices a year ago and come back to shadow the staff and learn what they are doing to make the program happen. Then there are crew leads who are three years removed from being in the training program and really understand the values of Urban Tilth, have gone to other training; they have the knowledge to lead. Then there is an assistant who works with the lead who is two years removed from the program. So there are progressive levels of engagement and responsibility. Ultimately, they become a person who determines the structure and implementation of the program.

Carolynne: Doria, I know you are familiar with the Transition Movement. We talked about it before the call started. You shared the same stage as Rob Hopkins, the cofounder of the Transition Movement. He interviewed you, and you participated in the Northern California Transition and Permaculture Convergences. What suggestions do you have to make the Transition more relevant to more people or, conversely, to help the transition leaders understand and support this all great work, like this great work you are doing? What’s the bridge? What are the avenues we might employ to better support all of this resilience building?

Doria: Urban Tilth and myself are part of a larger collection of folks, led by the Movement Generation, Justice and Ecology Project, the Our Power Campaign, in multiple locations across the United States, looking at transitions away from fossil fuels within communities of color, exploring what a *just* transition would look like. We are asking folks in the transition movement not to do that sad scientific thing of extracting a problem and looking at it as if it exists by itself in a vacuum – not to look at climate change as if it exists in a vacuum—but rather, look at the interconnected social systems that drive the phenomenon of climate change. One of those social systems driving us where we are in terms of climate change is social and economic injustice, an integral part of the capitalist model. I have serious problems with capitalism and the constant drive for increasing profits; it is completely unsustainable. I don’t have a problem with markets, people trading goods and services.

But in order to maintain increasing profits, social systems must be set up where people will bear the brunt of its unsustainability; these people have been largely black and brown people or low income people who have no influence. Growing up in underserved communities, I’m familiar with people who want to hear from the transition movement a larger understanding of how we got here, that low income communities of color have been the pressure valve of this unsustainable system, the stress and strain that it puts us under. Addressing CO₂ emissions is not enough; we have to change the social dynamics that drives them. Folks in the transition movement have to focus on CO₂ emissions but have to do so in the context of social dynamics.

Carolynne: Thank you. I appreciate your frankness. We’ll take another question or comment here.

Participant: I’m up in Canada, Vancouver, I was helping one of my neighbors dig up Calla lilies which need to be done because they freeze. He tells me he gets a 20% increase every year, so he gives them to his church, and they sell them at the spring garden sale. I was thinking that some of Doria’s apprentices could be given a \$20 budget to buy some plants to propagate in their neighborhoods which would give them a real feeling of accomplishment. Peonies are used in Chinese medicine, so

why don't give Doria a budget of \$500 or \$1000 for the community to plant their local gardens. That could be spun into something that could grow by 20% a year.

Doria: I love that. We started the small business part of the apprentice program as a result of realizing how much excess comes from gardening, especially when it comes to fruit trees. One year we had a tree so heavy with fruit that the tree split in half. The tree had not been taken care of; the tree had been inherited. We got the apprentices all together and made tons of jam. We sold the jam. They had to calculate how much to sell it for, what size bottles, cost of ingredients. We took the profit from that and paid for a camping trip that year. Seeing the importance of rethinking waste with a little bit of input in order to have a huge output; that's the capital. We needed the resource for the jars and labels, so we needed to determine what we needed to charge, get the proper permit. That little bit of capital in order to produce a yield; that's what we need to figure out right now. How do we really see these projects?

Carolyn: We have time for one more question, then we'll ask for closing remarks.

Victoria: I am from New Orleans, Louisiana, and I work with a farmer's cooperative. I have three questions. What is Urban Tilth's financial model? What sources do you use to cover operational costs? Victoria: The second question: What is Urban Tilth's relationship to the land is? What is the process for accessing your current site was like? The third question: How have and how are you currently looking to increase the sustainability of Urban Tilth's operation?

Doria: I'll start with sustainability and work backwards. Off the bat, Urban Tilth is a nonprofit organization run by philanthropy, foundations and grants. We've been incorporating more entrepreneurial projects that are taking the burden of all of our funding off of grants and into individual giving, but it has been a slow process, mostly because to operate at the scale to be completely self-sustaining, we need a lot more capital. For instance, we want to scale up the farm-to-table CSA and offer it to more people. In order to do that, we need cold storage and licensing to be legal with moving food around and providing it to people at that scale. It's not just picked and provided at a farm stand. We don't have access to that capital. If we did, our major farm project could be self sustaining. Our business model predicts we could be self-sustaining, just by increasing the members in our CSA. We do not have the proper assets to make that leap, so we are looking. We want to move away from a nonprofit model and start collective entrepreneurial projects that are self-sustaining using Cooperation Richmond. That's the only way we will get to the scale of transition that we need to make an impact on many people's lives. We are currently 90% grant driven, 10% from products and services. We're trying to become increasingly self-sustaining, moving the nonprofit back into the realm of education, the product of which is the opening up and turning on of minds. Until and unless the school district really values what we do and gives us contracts for teaching, it's going to have to be paid for by foundations. Over the next ten years, we hope to have the education program paid for by the nonprofit and have these more independent collectives running the food production and distribution. We would still do the training but in the context of business, still having youth coming in every year, still having people from the community being hired and trained to produce food for people to eat.

Pertaining to the question about land, all the different places that we have, have different access agreements. When we first started, we acquired almost every location without formal agreements. It was more like some key person who could give us access thought it was a great idea, not the administrators or the legal entities who owned the land. Over time we have gotten into legal agreements with the district. With the county we negotiated for about a year and a half for the North Richland farm site. The process was not for the faint hearted. Not that people were being mean or difficult, it was just very bureaucratic with lots of hoops to jump through. We negotiated

with the help of Supervisor John Gioia Toya a thirty-year long-term lease with them at \$500 per year for accessing that land. It is a ten-year automatically renewable lease, three times, for a total of 30 years. We use contracts that are everything from adopt-a-park agreements for city parks. It can be a simple form. We adopt a city park or other location and take care of it by creating gardens. There are access agreements which have a little bit more legal language. Then there are formal leases for land.

Carolyne: Thank you, Doria, you have given a lot of great information and wonderful examples of the work you are doing. Do you have any closing thoughts?

Doria: Transition has really been on my mind lately. I'm thinking of all the things we've been doing that we need to stop doing and all the work that needs to be done. I wonder how to broaden the movement? We need to be working on economy. How do we care for our home? At its essence, economy is about taking care of our home and our environment which includes people, jobs and democratic governance. It brings into question the whole notion of a job. We could do some philosophic wrangling with concepts we just accept. When we think about solutions, we should be thinking about them in context. We're thinking about systemic solutions and not independent or extremely small scale. I'm all for "it starts with me," someone who acts local and thinks global, but we need to be acting local in a way that understands social systems, how who we are in the world, the actor that we are, impacts larger systems. How do we convey to the person who works in WalMart fighting for \$15 an hour that we tacitly understand and support him, but also take into context the impact that WalMart has in terms of its global distribution, how its products are created, and the waste that is created from the entire enterprise. How do we interact with a worker who is fighting for his rights with a larger conversation about the world we need? Can he live in a world without that whole construct?

That's the next ten years. That is what really excites me. Instead of working in a place with such strain and stress, earning \$15 an hour, having them produce something more sustainable as worker/owners. This will work toward reversing/slowing climate change. This is democratic and turns workers on, having them be a part of the solution.

Carolyne: Thank you. Maybe we can convene a conversation like that in the Bay area. That would be rich, and I'm looking forward to advancing the whole conversation about how we live on the earth with justice and fair treatment. This is the beginning of a longer conversation that needs to happen. Thank you, Doria, for redirecting some of our thinking. Thank you everyone.