

*Washington State*

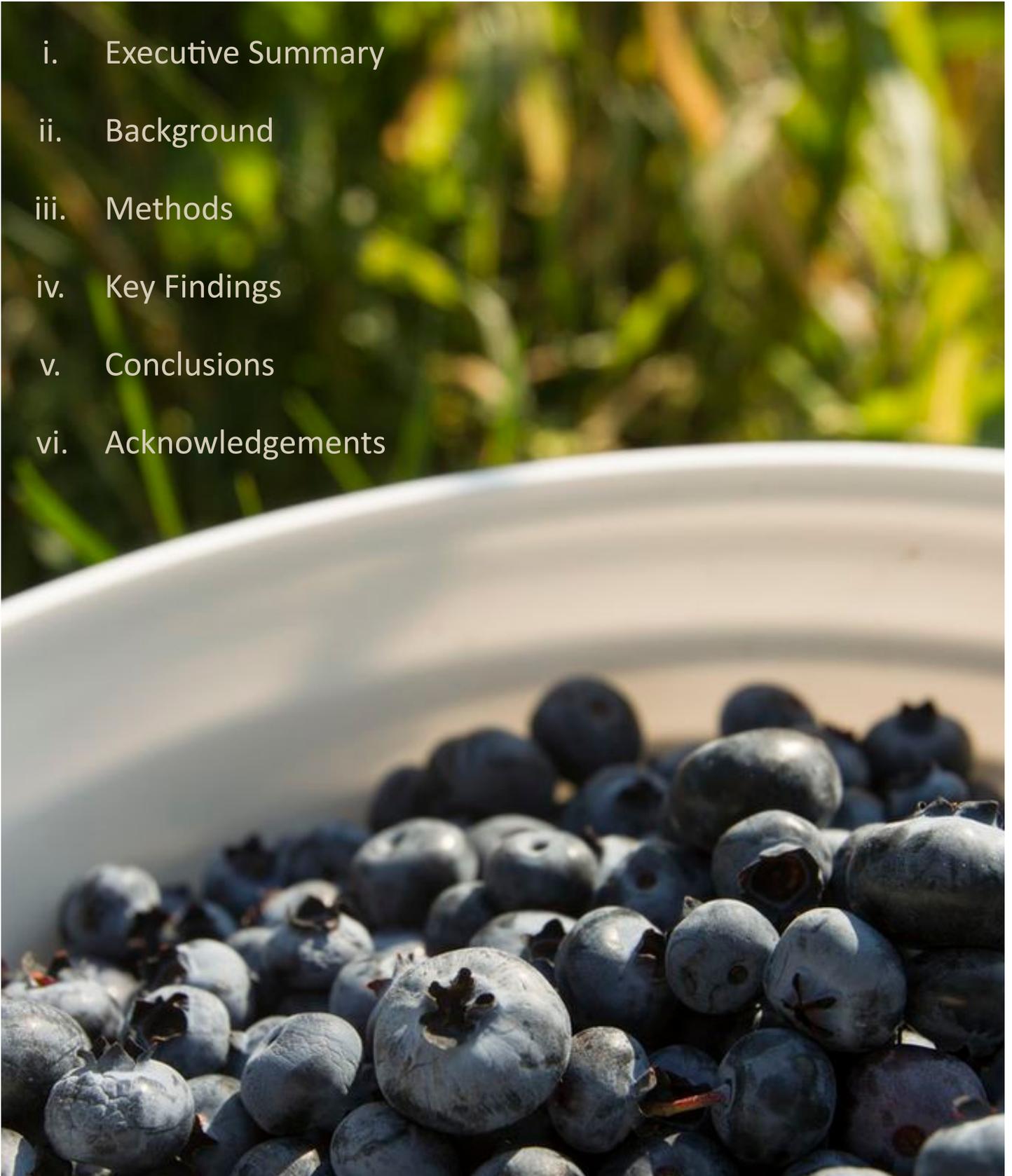
# **GROWER ROUND TABLES**

(Spring 2013)

**farmers first**

# introduction

- i. Executive Summary
- ii. Background
- iii. Methods
- iv. Key Findings
- v. Conclusions
- vi. Acknowledgements



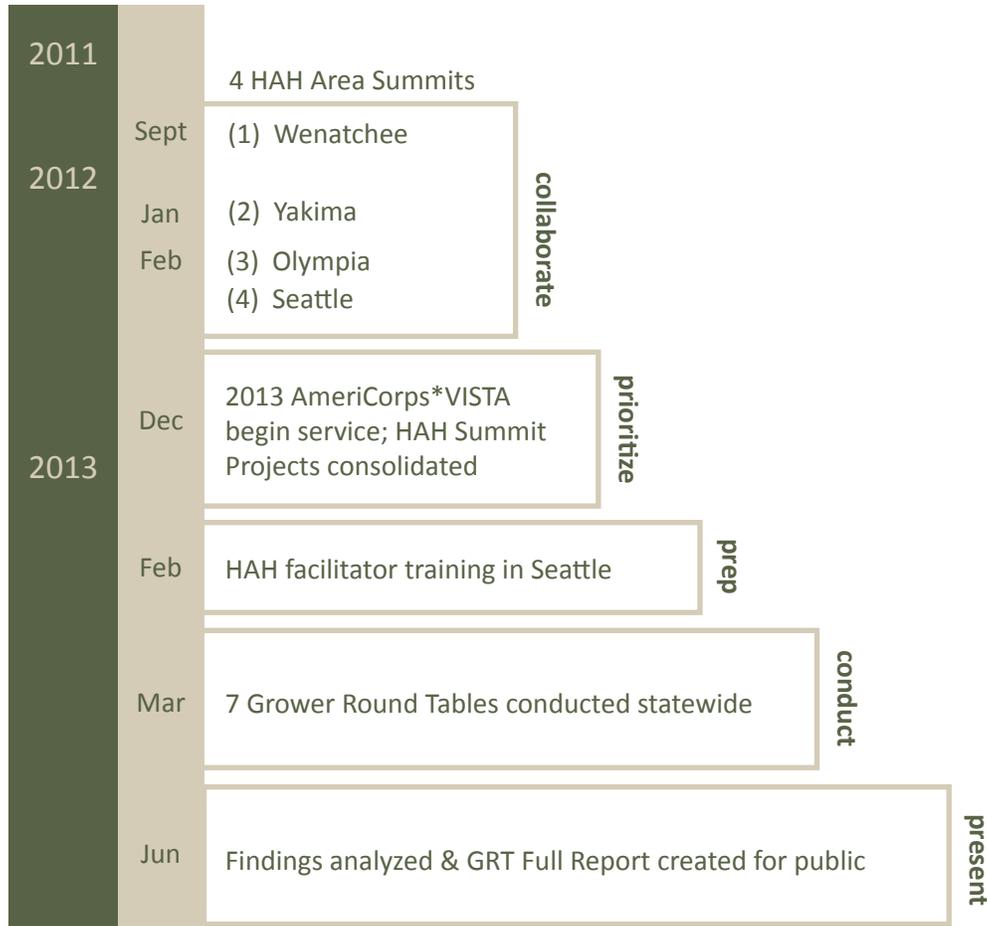


The Grower Round Table series was an effort by the Washington State Department of Agriculture, the Washington Food Coalition, and Rotary First Harvest to host gatherings across Washington State to better understand and support growers' relationships with their community, state and the wider hunger-relief network. The project arose from 22 ideas identified among food processors, policy makers, hunger-relief programs and farmers during the four HAH Area Summits in 2012.

The Grower Round Tables were conducted by AmeriCorps\*VISTA members who serve as Gleaning Coordinators for local food banks under RFH's Harvest Against Hunger program. The Harvest VISTA conducted a combined total of seven Grower Round Tables in Sedro Woolley, Vancouver, Wenatchee, Carnation, Spokane, Pierce County and Walla Walla between February and April 2013. Approximately six growers attended per site, totalling over 50 farmers. Participants were mostly small-scale organic farmers with field crops of less than 25 acres and a market reach of predominately local consumers and businesses. Assistant facilitators took notes and audio recordings were collected and transcribed as available. The Harvest VISTA facilitators submitted their findings to Rotary First Harvest for collective analysis and distribution.

The Grower Round Tables were an accomplishment in many ways. For one, the project highlights the value of connections and collaborations. The supportive partnerships between the WSDA, WFC and RFH enabled greater efficiency and impact statewide. The project also confirmed that ideas developed in collaborative environments, such as the HAH Area Summits, can directly lead to new solutions and concrete outcomes. The Grower Round Tables accomplished the goal of capturing farmers' perspectives on hunger and community giving. The Washington State Department of Agriculture, Washington Food Coalition and Rotary First Harvest will use the information gathered to prioritize future goals and projects.

# background



## Purpose (to assess):

- Growers' perceptions about their role within hunger-relief;
- Growers' motivations for participating in produce recovery;
- Growers' assessment of successes and challenges within the emergency food system, and
- Best methods for promoting farmers and supporting their efforts towards hunger alleviation.

## What is a Grower Round Table?

A Grower Round Table, similar to a focus group, is a way to expose a community's opinion on agriculture through group conversation. A facilitator leads discussion through various open-ended questions, including participants and welcoming new ideas. The 2013 GRT gatherings provided an open space for farmers to converse and share ideas.

## Washington Agricultural Facts

- Washington State is home to approximately 40,000 farmers.
- 90% or 35,269 of Washington's farms are considered small.
- Top commodity crops: apples, milk, wheat, and potatoes.
- Over 18,443 farms reported annual sales below \$2,500.

(USDA Census Data, 2007 - 2011)



Harvest Against Hunger AmeriCorps\*VISTA (December 2012 - November 2013)

Facilitator	Host Site	Location	Growers Attended
Cole	Skagit Community Action	Sedro Woolley	16
Collin	Clark County Food Bank	Vancouver	11
Hannah	Community Farm Connection	Wenatchee	3
Jody	Hopelink	Carnation	6
Kate	Second Harvest	Spokane	7
Matt	Pierce County Conservation	Tacoma	7
Laura	Blue Mountain Action Council	Walla Walla	2
<b>totals</b>			= 7 total GRTs ≈ 6 growers/site > 50 total growers

## **(1) Food, Community & Perspectives on Hunger**

*To assess hunger-relief knowledge and farmers' role within*

- How does hunger look in our community? Where is it?
- Do farmers see themselves as a community resource? How?
- What role do farmers' play in alleviating hunger?

*p. 1 - 5*

## **(2) Agriculture & Community Involvement**

*To gauge farmers' experience with hunger-relief*

- Has anyone ever addressed or seen hunger addressed?
- Would you be willing to set a goal of reserving a portion of land or produce?
- What may encourage or discourage a farmer from being involved?

*p. 6 - 10*

## **(3) Partnerships: Organizations & Farmers**

*To understand how to be a better resource to farmers*

- How can farmers be better supported?
- What kind of resources can we provide to farmers?
- Are there any other ways organizations can better connect and partner?

*p. 11 - 13*

# (1) Food, Community & Perspectives on Hunger



## To assess hunger-relief knowledge and farmers' role within

---

**G**rowers were first asked, “How does hunger look in your community?” Farmers acknowledged hunger exists; however, they found it hard to describe in score and magnitude. One Sno-Valley farmer said, “I know there’s a food bank, that’s pretty much it, so I figure there must be a need.” A Walla Walla farmer said, “Well, boy, I don’t really know the answer. Many people are homeless...but I don’t really know how many people are going to bed hungry every night.” Besides food banks and homelessness, farmers associated hunger with food drives, children’s free and reduced lunches, SNAP benefits, minority populations, young families and the elderly.

Additionally, some farmers tied hunger to obesity, the American diet, and the prevalence of cheap, unhealthy food calories. Walla Walla farmers were concerned how, “highly processed items tend to be more desirable and easier [to get] and they fill them up, but they don’t give them the nutrition they really need.” Another farmer agreed:

*There's a lot of people that are poorly nourished and just eating a lot of fast foods and processed food. All you have to do is just go into the grocery store and see what's in the cart in front of you when you're in the checkout line. Nationwide, not just in Walla Walla, I think that we're really not nourishing ourselves. Too much fat, too much sugar, too many carbohydrates ... Certainly kids going to bed hungry are not having proper nutrition. That's something we should be concerned about. We're a society that's out of control.*

The challenge, as discussed in Spokane, is that unhealthy food is cheap and fills bellies but not long-term health. These perspectives suggested American hunger is an issue of

malnutrition versus “true starvation.” One Sno-Valley farmer labeled this as the “starvation for nourishment.” The American diet is hungry for higher quality nutrition versus processed unhealthy food calories.

Aside from farmers’ perceptions of hunger, farmers broadly recognized a lack of hunger awareness. Several growers saw community members as disconnected from hunger. One Walla Walla participant thought in her community that “most people would be very shocked to realize how many kids are on free lunches,” and a Pierce County participant said, “I remember seeing lines at churches that I don’t know are food banks.” Perhaps, as a Wenatchee farmer observed, “you get stuck in your own little world, maybe you don’t even realize that your neighbors don’t have enough to eat.”

A Walla Walla farmer conversely called for greater awareness, dignifying those working hard to make a living and support a family:

*They're part-time workers, they're not lazy people. These are people that are just trying to raise their families, have [a] meal that's nutritious... We just don't put a face on who's helping us on an every single-day basis. They are like the invisible people. They are with us all the time, but we don't address what they're struggles are when they leave work and go home.*

Spokane farmers also reflected that hunger happens behind closed doors. These comments reveal how communities can easily become blind towards hunger and how hunger’s invisibility hinders greater hunger-relief efforts.





The final section of “Food, Community and Perspectives on Hunger” questioned growers about their own activism. They were asked how they see themselves as a community resource and what kind of role they might play in alleviating hunger. Farmers see themselves as a community resource, because first and foremost they produce food. When asked about their role in alleviating hunger, a Wenatchee farmer responded assertively, “We are the role,” and the largest community resource along with health care and fire departments.

Several farmers also saw their secondary role as educators. A Wenatchee farmer summarized, “in the very basics [farmers] feed people, but beyond that a lot of farmers, whether they want to or not, are educators too.” As educators, they pass knowledge about growing and cooking food.

Additionally, farmers in at least three locations saw the role of agriculture in providing jobs and supporting the local economy.

While farmers generally saw themselves as a community resource, they hesitated to fully affirm that statement on two accounts. The first reason was that small farmers feel unable to supply food to their *whole* community. At least five locations shared the observation:

*One of the hardest things is getting our food to the entire community... to have it accessible to folks that aren't in this sweet spot income bracket or have gone through a health crisis.*

A Wenatchee farmer who sells at farmers' markets agreed, “I'm feeding people in Seattle, but I'm not

addressing hunger there.” Farmers are feeding people, but not those in greatest immediate need. A Walla Walla farmer stated,

*We're basically catering to a more affluent clientele [and] producing high quality, small quantities of food.*

Small farmers' quality product creates a niche market; however, without equitable access and sufficient local production, farmers suggested community hunger is not inclusively addressed.

Farmers further explained how their high production costs attribute to higher prices, which limit the clientele they feel able to serve. Costs are high because of factors including sustainable growing practices, organic pesticides and farmland protection.

Farmers thought the public does not fully understand all of the work involved in farming, which one farmer described as the “naivety towards what it takes to farm.” A Walla Walla farmer said he spends 24 to 30 hours preparing and attending his local farmers’ market - not to mention all the prior planting, irrigating, weeding and harvesting - all for a mere \$400 to \$500 return. Spokane farmers also discussed low profits at beef auctions. Farmers’ effort and resource input necessitate higher prices, but frustratingly, “even at top dollar, a lot of times [farmers are] charging under the cost of production.”

Ideally, customers would value the effort it takes to farm and look beyond higher costs to see the positives

such as better quality produce, local business support and personal health benefits. Perhaps, as one farmer suggested, the cost of farmers’ “premium” product is in fact the “real cost of food.” To accept this proposition would require a restructuring of how we value farming labor and the production of food.

The second reason farmers hesitated to see themselves as a community resource was that most farmers report struggling economically. An eastern Washington farmer with six children had stated he was just waking up to the realities of our current food system, feeling exhausted from long hours and hard work, and fearing the insecurity of a profession that requires much and returns little.

The reality is that if farmers didn’t grow their own food, most would require food assistance. A Sno-Valley farmer said, “Today most farmers, especially organic farmers are struggling almost as hard, if not harder, than many people who have no food to eat.” A Wenatchee farmer reiterated,

*If [farmers] didn’t grow food, they’d be on the food stamp, like they’d be in the food pantry line.*

Further yet, a Walla Walla farmer felt, “I would starve to death if I was trying to make it legitimately if just growing [food].” For that reason, farming is not his primary income. Farmers must realistically weigh profit margins and self-sustainability prior to donating.





To further burden a challenging situation, farmers discussed how they are frequently asked to give more. A Wenatchee farmer said they do not know any small-scale farmers who make more than \$30,000 a year, yet they are “always being asked to lower their prices, to give more, they’re always being squeezed.”

A farmer from Sno-Valley provided a similar anecdote:

*We actually have come up with a donation policy, because it’s so hard with the mind and the heart to constantly be fielding phone calls. We get calls all the time: “My school is doing this. My organization is doing this. Can we have a share of produce for this season?” That’s a big deal! If you come to the farm and you see 25 acres of vegetables, you think that one box isn’t that big of a deal, but one box is a big deal.*

Small farmers are frequently asked to donate because they are perceived as connected to the land and community. Commercial farmers, conversely, are perceived as less approachable, less invested in healthful products and less connected to community. One farmer said, “98 percent of farms in America don’t really grow food” to eat; they grow cotton and high fructose corn syrup. Another suggested targeting the wealthiest one to two percent with the following pitch:

*Look, we have hungry people. We have hungry farmers. We need to do right by both of them. And you giving a gift in this way will be double benefit.*

The pressure to give, combined with large agribusiness power and socioeconomic disparities, raise challenging questions of social responsibility and who should shoulder the burden of food insecurity.

Socioeconomic challenges, market competition and healthy food access aside, farmers continue to be passionate about the land and sustaining healthy communities. A Sno-Valley farmer said,

*We’re obviously not into this for money, we’re passionately involved for one reason or another in connection with the land, in connection with natural resources, in connection with a healthy community.*

Another Walla Walla farmer talked about social and community service benefits of farming and farmers’ market participation: “It’s a hobby and it makes me feel like I’m realizing my land and you know community.” No wonder, as one farmer said, “Our heart is overriding our mind.” Farmers are not farmers for the money; they have a heart in hunger alleviation too.

## (2) Agriculture & Community Involvement



**To gauge farmers' experience with hunger-relief and capture personal reflections**

---

**T**he second category, “Agriculture and Community Involvement,” aimed to gauge farmers’ experience with hunger-relief and establish farmers’ willingness to participate or increase involvement in their community. According to facilitator reports most, if not all, participants had been involved in hunger-relief in some context, and roughly half had prior experience working with their local host organization.

When asked about ways they have seen hunger addressed, responses included food banks, food drives, community events, gleaning and individual generosity. When asked about other ways farmers could address hunger, they mentioned gleaning events, plant-a-row models, educational workshops, farm tours and grower meetings. Responses tended towards community building, produce recovery programs and education-based solutions, revealing involvement can have many interpretations.



When asked about growers' willingness to reserve a portion of land or poundage of produce to food banks, several locations raised discussion of community gardens, plant-a-row and food bank farm models.

Most community gardeners and food bank farmers were already involved in donating some, if not all, produce to hunger-relief. For example, Vancouver runs two successful food bank farms and Pierce County has a large garden community. Both were very interested

in continuing to build community capacity, education and collaborations. Their enthusiasm was reflected statewide.

There was some concern about community gardens, such as inadequate support and space that is not always maximized. Growers also debated whether a stronger educational mission or higher yield is more important. In other words, should more energy be spent teaching farming or producing more to feed more?

Farmers also critiqued plant-a-row models in relation to farm size. Larger farmers, for instance, generally over plant and can expect to have excess. In their case, it may be easier to glean the leftovers than plant a specific row. The benefit for farmers is they do not have to change their growing plan. The challenge is donatable quantities vary. These responses encourage further consideration for whether and how farms structure community involvement and giving based on their mission and model.



Outside the discussion of various farm-to-food bank models, farms were hesitant to commit acreage or poundage of produce to food banks. Funding was the most prevalent barrier stated. Many agreed they could not spend money on purely donated product without some additional support. A Sno-Valley farmer responded,

*No, not without other kind of funding [could I fully commit to donating] ... What you're making per acre is just so small compared to what you're spending.*

A Wenatchee farmer couldn't commit 100 percent but said, "Definitely if funds were raised and seed was acquired." This farmer was also willing to donate small the first year and reassess giving in the subsequent year. One option for food banks is to purchase at wholesale, as practiced in Sedro Woolley, which would

encourage farmer involvement. Responses suggest incentivized farm-to-food bank models as one of the more influential means for attracting greater farmer support.

The second barrier raised about growing produce specifically for food banks concerned farmers interest in composting and repurposing excess food. Most farmers were very supportive of produce recovery and expressed a desire to feed communities. A Walla Walla participant said, "We live in a country that produces so much food and to have people that go hungry - it's just appalling," and a Sno-Valley participant said, "Every tomato on the vine should be going somewhere, right?"

Conversely, other farmers prefer to repurpose food, which a second Sno-Valley farmer referred to as the "closed loop of fertility," and stated:

*We fail to realize produce that goes into the compost is our capital. It's the fertility of our soil and if we don't put that into the compost pile, we end up buying in fertility in some other way. It's really detrimental and if we do start giving without getting anything back, we start a cycle of lower fertility that even in the market doesn't put us out of business, lower fertility will.*

Besides tilling under or composting food, some farms feed excess to farm animals. A Walla Walla farmer avoids waste by feeding his chickens and selling the eggs, a process he refers to as "value-added marketing." Other farmers site alternative markets, such as restaurants and road side stands, as creative options for dealing with unmarketable foods. Such perspectives challenge assumptions that food banks are the only correct and rational outlet for food excess.

*"Every tomato on the vine should be going somewhere, right?"*



When asked what may encourage or discourage a farmer from being more involved, conversation largely shifted towards gleaning program successes and challenges. Many cited factors were time, transportation and money. A Sno-Valley farmer said, “You spent fuel, you spent time, all these logistics. There were a lot of times when I couldn’t even figure out the time to make the call.”

Farmers are busy people with little time outside their daily schedules. Ideally, farmers could work giving into

their established systems. Community members, too, benefit from a convenient donation system. As a Wenatchee farmer said,

*How much effort does someone want to go to donate food? It needs to be super easy. They need to know where to take it. It needs to be consistent.*

One farmer related the system to curb-side recycling. If the infrastructure exists, people are more likely to participate.



Farmers suggested ways for how gleaning could be more accessible. The overwhelming recommendation was to make the process convenient and consistent, for example:

### **Volunteer Management**

At least three communities said that the most successful gleans involve consistent and well-trained volunteers. With a strong volunteer base, Sno-Valley farmers even offered holding routine gleans.

### **Communication**

Clear and consistent modes of communication, tailored to farmers’ individual needs, would help coordinate harvest days and schedule pick-ups. Farmers also found personal relationships and one point-of-contact encourages their participation.

### **Resources**

Growers also generally sought better understanding and access to local hunger-relief resources. Luckily, each participating community currently has a Gleaning Coordinator to work with farmers directly to address educational gaps and program inefficiencies raised.

### **Structure**

A final frustration was with rigid food bank hours, locations, and food-type acceptance and standards, which can prevent farmers from donating. A clear accounting system for farmers to receive donation receipts from food banks for their tax deduction would also be helpful.



Overall, farmers expressed gratitude towards gleaning coordinators and the opportunity to provide gleaning. A Sno-Valley farmer said, “I am very thankful that there’s individuals like yourself and organizations like this to make it feasible,” without spending the income on labor. A Vancouver farmer was amazed by his first gleaning experience in a quarter acre garden randomly scattered with swiss chard that he described as “not worth anything,” turned into 14 healthy cases of fresh produce. Further, a Wenatchee farmer strongly connected himself, and his role as a farmer, to community and those in need:

*A huge part of why I do what I do and why other farmers do what they do is to be a part of the community and to support the community and make it stronger than it already was. That's why I'm grateful that you guys are doing this. It was an opportunity for me to be able to say, "Hey, someone might someday see me and tap me on the back and they're like thanks for that...I haven't been able to feed my family for two years." It's not that's what I am set out to do, to get this reward, but do whatever you can do to take care of a family you never even met.*

Continued positive feedback and feasible recommendations for program development, encourage forward momentum to grow and strengthen produce recovery models statewide. The resounding findings of assessing farm-to-food bank models, understanding various food waste uses, considering incentivized donations, and making the system convenient for farmers could better engage community and connect local agriculture with hunger.

## (3) Partnerships: Organizations & Farmers



### To understand how to be a better resource to farmers

---

**T**he final category, focused on learning how hunger-relief agencies can be a better resource to farmers. The theme of conversation was how to create more reciprocal relationships. Farmers broadly requested support related to education, communication and collaboration, and resources.

Farmers in nearly all locations raised the need for education. Some desired a better understanding of Washington's hunger-relief system. They sought clarity on the roles and interactions of key players, policies governing food banks, distribution networks and clientele. Others were interested in learning more about local hunger-relief resources, such as farm workshop opportunities and gleaning events. Lastly, farmers requested resources related to their business. They sought information on tax deductible donations, as well as, insurance and liabilities. Farmers perceived knowledge gaps from multiple sources, within various disciplines and across a range of topics.



Knowledge gaps prompted request for greater communication and collaboration. First, growers and host organizations responded highly to the Grower Round Tables. Several growers saw the gathering as an opportunity to network and communicate. The other strength was growing the agricultural community. A Wenatchee farmer would like to see more meetings to share knowledge and resources:

*As a whole for vegetable growers of this area, we need to come together and meet in these round table places and meet like this and grow strength together, because I know that a lot of what I've been able to accomplish has been through other farmers, because of their skills or their tools or their knowledge.*

Vancouver farmers also wanted more information coming from farmers because, as their facilitator reported, "farmers understand farmers."

Second, farmers wanted to see greater communication and collaboration around promoting farmers. Spokane farmers were adamant about organizations helping them pass bills that support small farms and local agriculture. Sno-Valley farmers were interested in having Gleaning Coordinators help advertise their farm and educate volunteers during gleaning events. Farmers overall would like to see better system-wide communication, especially between farmers and the local hunger-relief organizations, so the system is as convenient and collaborative as possible.





Farmers also requested some tangible resources to better support them. Farmers said they could use extra labor outside harvest time. Gleaning coordinators might consider offering volunteer help when gleaning is slow. A Sno-Valley farmer portrayed a potential scenario,

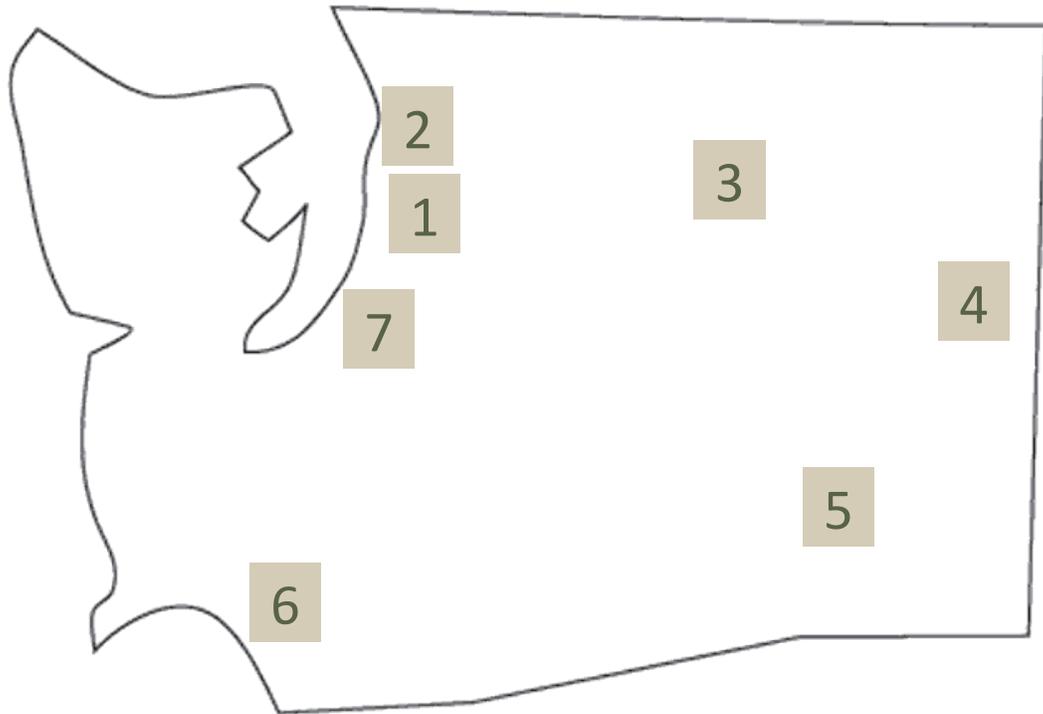
*One of the things I don't have on my farm is a lot of labor. Last year I spent a whole week bagging kale. It was worthwhile, but if I could have ten of your volunteers come out and we could take care of that in four hours, it would be beneficial.*

Another alternative suggested from Pierce County was a compost share where food banks would compost unused food waste and give it to farmers. The final suggestion was USDA approved canning and processing facilities. More than one farmer expressed interest in value-added processing. These suggestions prompt the need for additional research concerning the feasibility, logistics and legalities of these opportunities.

Farmers were interested in creating stronger partnerships that link farms and food banks. They identified a range of educational gaps and

reported a need for stronger communication and collaboration. Other resources of interest were information on liability, tax deductions, volunteer labor and processing facilities. These suggestions offer ways that host-organizations may be able to return service to farmers, creating a more reciprocal food system connection.

# key findings



- 1** Sno-Valley “One of the hardest things is getting our food to the entire community... [for] people that aren’t in this sweet income bracket.”
- 2** Sedro Woolley Desired clearer communications and collaborations, such as routinely scheduled produce deliveries.
- 3** Wenatchee “If [farmers] didn’t grow food, they’d be on the food stamp, like they’d be in the food pantry line.”
- 4** Spokane Emphasized the gravity of farmers’ economic struggle, desiring more political advocacy and education for people in poverty.
- 5** Walla Walla “We live in a country that produces so much food and to have people go hungry. It’s just appalling.”
- 6** Vancouver Liability and insurance issues were cited as one of the greatest barriers towards greater participation.
- 7** Pierce County Most concerned about lack of awareness and understanding of existing hunger-relief programs.



*Food Community & Perspectives on Hunger*

Growers acknowledged hunger exists; however, they found it hard to describe in appearance and magnitude. They broadly recognized a lack of hunger awareness and saw community members as disconnected from hunger. Some farmers suggested hunger as an issue of malnutrition versus “true starvation” because of issues related to obesity and the prevalence of cheap, unhealthy food calories. Nonetheless, farmers saw themselves as a community resource primarily as food providers. They hesitated to fully affirm their role, because they tend to serve more affluent clientele and report struggling economically along with the low-income populations they wish to better serve. Despite socioeconomic and healthy food access disparities, farmers continue to be passionate about the land and sustaining healthy communities.



*Agriculture & Community Involvement*

Most, if not all, participants had been involved in hunger-relief in some context, and roughly half had experience working with their local host organization. Farmers were supportive of community building, produce recovery programs and education-based solutions to hunger. Stated barriers towards greater involvement were funding and a desire to repurpose excess food. The overwhelming recommendation was to make produce recovery models more convenient and consistent for farmers. Gleaning Coordinators could continue to improve volunteer management, communication, relationship building and educational access to hunger resources. Overall, farmers were appreciative of produce recovery efforts and the opportunity to have an alternative outlet for unused produce.



*Partnerships: Organizations & Farmers*

Farmers were interested in creating stronger links between farms and food banks. They identified a range of educational gaps and reported a need for stronger communication and collaboration. Hunger-relief organizations may be able to help educate and improve communication both between organizations and farmers and in farm promotion and political advocacy. Other resources of interest were information on liability, tax deductions, volunteer labor and processing facilities. These suggestions offer ways that organizations may be able to return service to farmers, creating a more reciprocal food system connection.



**A Special Thanks:**

Adam McCurdy, Oxbow Farms  
Bonnie Baker, Northwest Harvest Corp. for National & Community Service WA State Office  
David Schooler, Pres. RFH Board of Directors  
Heather Sundean, Thurston County Food Bank  
Jackie Beard, Former HAH VISTA ('11 - '12)  
Joe Bippert, WSDA  
Julie Washburn, Washington Food Coalition  
Kim Eads, WSDA  
Lisa Harper, Former HAH VISTA ('11 - '12)  
Luke Woodward, Oxbow Farms  
Max Morange, Bellingham Food Bank  
Miriam Doan, Rotary International  
Rebecca Elias, WSDA  
Robert Coit, Thurston County Food Bank  
Shelley Rotondo, Northwest Harvest  
Skip Johnson, Nutristyle  
Susan Eichrodt, WSDA

**Photo/Print Credit:**

(C) Rotary International/Alyce Henson  
a&a printing, inc.

**Harvest Against Hunger Partners:**

Blue Mountain Action Council, Walla Walla  
Clark County Food Bank, Vancouver  
Community Farm Connection, Wenatchee  
Fish Food Bank, Ellensburg  
Hopelink, Carnation  
Community Service of Moses Lake, Moses Lake  
Pierce County Conservation, Tacoma  
Second Harvest, Spokane  
Skagit Co. Community Action Council, Sedro Woolley

**Harvest Against Hunger**

**AmeriCorps\*VISTA ('12 - '13):**

Benjamin Kaspar  
Cole Bitzenburg  
Collin Tuggle  
Hannah Hostetter  
Jeni Roberts  
Jody Miesel  
Karen Ullmann  
Kate Burke  
Laura Engelman  
Matt Price

