



Crossroads Resource Center

7415 Humboldt Ave S / Minneapolis, Minnesota 55423 / 612.869.8664
kmeter@crcworks.org www.crcworks.org

Tools for Community Self-determination

April 12, 2017

Eric Cousens, Deputy Director
City of Auburn — Economic and Community Development Department
60 Court Street
Auburn, Maine 04210
(207) 333-6601 ext. 1154

Dear Mr. Cousens:

Along with my colleague Megan Phillips Goldenberg, I am very pleased to submit our proposal responding to the City of Auburn's RFP for Bid #2017-027, "Study to Support and Enhance Auburn's Agricultural and Resource Sector."

We are both inspired by Auburn's five-decade success in protecting farmland – something many cities never had the courage to do. We are even more impressed that the City is reaching out for additional expertise to assist as it adapts these protections to a new era in agriculture.

We understand there has been some concern in the community regarding bringing in outside consultants for what is often perceived as a local matter. We are able to respond to that challenge effectively. While there are certainly times when local expertise is best, we find this situation ripe for a neutral party who can accept all viewpoints fairly. We listen closely to all stakeholders without playing local favorites. We helped Colorado property owners see what they could gain by protecting farmland, and have long made the economic development case for integrating farms and towns. We tend to be more knowledgeable about agriculture than most consultants with economic expertise. Both of us have rural roots, and approach farmers as equals. We bring considerable experience in Maine, including in Auburn itself, and hold the highest level of national expertise. We bring seasoned insights from other communities, while understanding, appreciating, and building upon the unique assets of the Auburn community.

The attached proposal outlines our strategy for compiling information to help Auburn act to refine its protection of farmland. We consider this an action plan, not simply a study. Our proposal follows the City's requested activities, and we are ready to adjust our plan as needed as the Rural Lands discussion evolves. Results of our research will be digested into a concise form — a compelling written report that, we hope, will serve as a pragmatic document for Auburn for years to come.

Megan and I look forward to working with the City of Auburn on this important redefinition of agricultural land protection, helping renew the district's connection to the economy of the Auburn region.

Sincerely,

Kenneth A. Meter, MPA
President



Cultivating Community Farm near Lisbon

Study to Support and Enhance Auburn's Agricultural and Resource Sector

Auburn, Maine — Bid # 2017-027

April 13, 2017

From:

Ken Meter, President

Crossroads Resource Center, Inc.

7415 Humboldt Ave. 5.

Minneapolis, Minnesota 55423

(612) 869-8664

and

Megan Phillips Goldenberg, Principal

New Growth Associates, LLC

9770 Macon Road

Saline, Michigan 48176

(906) 869-0372

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Company Profiles

Ken Meter, of Crossroads Resource Center, and **Megan Phillips Goldenberg**, of New Growth Associates, work in close partnership and will be the only firms working on this study, if the contract is awarded to them. Crossroads Resource Center will be the primary vendor and New Growth Associates will sub-contract with Crossroads Resource Center. Both firms have one principal, and each can bring in additional research and design advisers to support this study.

Crossroads Resource Center

CRC is an entrepreneurial nonprofit that has fostered local food system development in 126 regions in 39 states. Our primary focus has been to make the economic case for local foods by creating concise overviews of regional farm and food economies. By illustrating the financial conditions of the prevailing farm and food sectors, connecting this to health and social data, and focusing attention on farmers and others who are often marginalized, Crossroads Resource Center has created potent summaries that have sparked successful long-term approaches. Crossroads Resource Center also follows up solid research with consulting on practical, specially tailored implementation strategies that make use of our data, and help build community assets. Crossroads Resource Center also has a wealth of knowledge about community-level food activities across the U.S. Very likely no one has as much first-hand experience with local foods initiatives in diverse community settings.

Simply put, we are the most qualified food system analysts in the U.S., and have won national and international recognition for our efforts. More information about our activities, and a wealth of reports, can be found at our web site: <http://www.crcworks.org>. We are not aware of any other consultant or organization that has completed seven in-depth statewide food system assessments (Minnesota, Ohio, Indiana, South Carolina, Mississippi, Alaska, and Hawai'i), as Crossroads Resource Center has. New Growth Associates was a key partner in the four most recent studies, as well as many others.

New Growth Associates

Founded in 2010, New Growth Associates is a woman-owned company that brings together a small group of professionals in order to support evidence-based decision making for community and economic development projects, as well as to provide professional project management expertise and business consulting services. With particular interests in creating and supporting economic development opportunities for family farmers and increasing equitable healthy food access across communities, New Growth Associates is dedicated to providing sound analysis and professional project management to support informed decision making at all tiers of the food system in order to ensure long-term success. From enterprise analysis at the farm level to strategic policy planning and investment development at the state level, we leverage the expertise needed to grow new initiatives.

In partnership with Crossroads Resource Center, New Growth Associates brings seasoned experience producing feasibility studies in Colorado, Michigan, South Carolina, and Alaska with extensive background in survey development, economic impact analysis, academic research, quantitative methods, interviews, and food-based business and organization consulting.

Project Team

Kenneth A. Meter, MPA, President of Crossroads Resource Center, is one of the most experienced food system analysts in the US, integrating market analysis, business development, systems thinking, and social concerns. Meter holds 46 years of experience in inner-city and rural community capacity building, and has worked with several tribal organizations. His local economic analyses have promoted local food networks in 126 regions in 39 states and Manitoba. With Goldenberg, he developed a \$9.85-million plan for local food investment for the state of South Carolina, and has completed similar studies for Hawai'i, Alaska, Mississippi, Indiana, Ohio, and Minnesota. He has developed strategic regional food plans for regions near Bridgton, Maine, Shreveport, Lafayette, Monroe, Fort Wayne, Denver, and in rural North Dakota, Virginia, and Washington State. Meter consulted with the USDA Agricultural Marketing Service and Colorado State University as part of a fourteen-person team of the best national experts that wrote a toolkit for measuring economic impacts of local food development. As coordinator of public process for the City of Minneapolis Sustainability Initiative, he guided over 85 residents in creating a 50-year vision for the city including sustainability measures. He served as an advisor for the USDA Community Food Projects including managing the proposal review panel. Meter taught microeconomics at the Harvard Kennedy School, the economic history of US agriculture at the University of Minnesota, and food policy at Metropolitan State University.

See Appendix A for Meter's résumé.

Megan Phillips Goldenberg, MS, principal at New Growth Associates and Associate of Crossroads Resource Center, brings seasoned experience producing feasibility studies, economic analysis, and policy recommendations in Colorado, South Carolina, Alaska, Mississippi, Hawai'i, Kansas, Maine, and Michigan, with extensive background in project management, survey development, economic impact analysis, academic research, quantitative methods, interviews, and food-based business and organization consulting. Megan is most interested in the intersections of public policy, food systems, and community development. She endeavors to work in an outreach and community building capacity in order to create and maintain a sense of place through better science and informed decision-making.

Goldenberg holds a Master's degree in Agricultural and Natural Resource Economics from Colorado State University. Her coursework emphasized Public Policy and Community Economic Development. Through her graduate research, Goldenberg worked with Be Local Northern Colorado, the Northern Colorado Regional Food System Assessment, Boulder County's Building Farmers Market Track program, and the Building Farmers in the West Beginning Farmer and Rancher Development Program. Prior to joining Crossroads as an Associate, Goldenberg worked for WPM Consulting in Boulder, Colorado as a Food Systems and Policy Associate. She consulted with the USDA Agricultural Marketing Service and Colorado State University to help write a toolkit for measuring economic impacts of local food development.

See Appendix B for Goldenberg's résumé.

Relevant Experience/Qualifications/References

Lakes Region, Maine (2016)

Meter and Goldenberg completed a local foods implementation plan for the **Lakes Region of Maine in 2016**. This study recommended that to grow community food production, it would be essential to **connect growers to community buyers** such as social groups and churches that sponsor community meals and would be loyal to local producers. Meter interviewed farmers and other stakeholders; **Goldenberg performed a respected survey of second-home owners**.

Meter, Ken & Goldenberg, Megan Phillips (2016). "Building Support for Community-Based Foods in the Lakes Region of Maine." Prepared for Cumberland County, Maine and the Town of Bridgton, Maine.

www.crcworks.org/melakes16.pdf

Lewiston-Auburn Food Hub (2015)

Meter participated in a previous study of the feasibility of **developing a regional food hub in Lewiston and Auburn**. Meter's unique contributions were: (a) to ensure that farmers at Cultivating Community made a strong presence in the study; and (b) to serve as the lead voice cautioning that the amount of food produced locally would not be sufficient to support a food hub at that time.

Karp, Karen & Meter, Ken *et al* (2015). "Lewiston-Auburn Regional Food Hub Feasibility Study." Produced in partnership with Karp Resources and Grow L+A.

www.crcworks.org/melewaub15.pdf

Suburban Denver Farmland Protection (2016)

Meter and Goldenberg collaborated on market analysis that informed county and city officials in a suburb of Denver, showing that the only buyers for farmland that would protect it for farms were the city and county themselves. This led to the **decision to purchase land at its development value and make it available to farmers at the agricultural value**. We helped bring stakeholders who initially disagreed with each other into a more collaborative discussion.

Meter, Ken (2016). "Market Study for Adams County — Special Ag District." Submitted to District Plan Process of Adams County and the City of Brighton. Produced in partnership with Logan Simpson Design Firm, Two Forks Collective, City of Brighton & County of Adams.

www.crcworks.org/coadamsPublicDraft160219.pdf

Nashville Food System Coordination (2017)

Meter and Goldenberg produced an **implementation plan** for the metropolitan government of Nashville that recommended hiring a community foods coordinator, building strong coordination across food system leaders, and increasing food production in low-income neighborhoods. Our work plan is now in the Mayor’s budget process.

Meter, Ken & Goldenberg, Megan Phillips (2017). “Metro Nashville Food System Assessment.” Produced for Metro Nashville (combined City and County government).
www.crcworks.org/nashville17.pdf

Northeast Indiana Local Food Network (2016)

Meter collaborated with a Chicago economic development firm to create an implementation plan for the Northeast Indiana Local Food Network, commissioned by **11 local economic development organizations** and their regional umbrella, the **Northeast Indiana Regional Partnership**. This called for strengthening an existing network of farm and food businesses. Impact was to convince economic development officials to work more closely with farms (which had been viewed as separate from businesses) and low-income residents.

Meter, Ken (2016). “Northeast Indiana Local Food Network.” Produced in partnership with the Northeast Indiana Regional Partnership and Manheim Solutions, Inc.
www.crcworks.org/innetworks16.pdf

Making Small Farms into Big Business (2013)

Meter and Goldenberg produced an implementation plan for the State of South Carolina commissioned by that state’s Department of Agriculture and Department of Commerce. The plan called for a \$9.85-million investment in farm-level and regional infrastructure. One state legislator told the annual meeting of the Farm Bureau, “We finally have a road map for the future of agriculture in South Carolina.”

Meter, Ken & Goldenberg, Megan Phillips (2013). South Carolina: Making Small Farms Big Business. Published in collaboration with the South Carolina Department of Commerce, the South Carolina Department of Agriculture, the Palmetto Agribusiness Council, South Carolina Farm Bureau, Coastal Conservation League, Carolina Farm Stewardship Association, and the Bank of South Carolina. More than 200,000 hits on the following link:
www.crcworks.org/scfood.pdf

References

Tasha Kennard, Director
Metro Nashville Farmers' Market
901 Rosa Parks Boulevard
Nashville, Tennessee
Tasha.Kennard@Nashville.gov
(615) 880-2001 ext. 26

Kennard supervised the Nashville study

Jack Shuler, Executive Director
Palmetto Agribusiness Council
602 Meeting St # B
West Columbia, SC 29169
jshuler3@sc.rr.com
(803) 429-3462

Shuler supervised the South Carolina study

Rachel Bair, Director
Food Innovation Center
Kalamazoo Valley Community College
rbair@kvcc.edu
(734) 717-0050

Bair supervised a feasibility assessment performed by Goldenberg for a food hub in Kalamazoo

Proposal Summary

Background:

Rural Auburn has a unique Agricultural and Resource Protection (AGRP) zoning district, which has been in place since the early 1960s. It contains over 40% of the City's land area, or over 20,000 acres. The purpose and intent of the AGRP zoning regulations have been to manage development and to promote food, agricultural, timber, and natural resource production and uses. The AGRP zoning regulations have significantly restricted development for the past 50 years. Today, however, the nature and trends of farming and food production have drastically changed.

Values Statement:

Consultant's work will be guided by The City of Auburn Values Statement: The City of Auburn values its agricultural heritage, protects the natural beauty of its land, and promotes locally grown food, raising livestock, managing forests, and natural resource-based businesses.

Purpose:

The City of Auburn desires to strengthen its natural resource-based economy (farming, timber, food businesses, etc.) and to better integrate this sector into community planning and City-wide priorities.

Goals:

1. Gain an understanding of how rural agricultural, forestry, and natural resource producers and property owners are utilizing their land, what their future plans are, and find out if there are barriers to successful operations, through property owner interviews and surveys.
2. Build a broad community and stakeholder consensus on the future of Auburn's Rural Lands through an open public forum, and readily available study information.
3. Determine the economic and community development potential for Auburn's Rural Land, both at the local and regional level and implement policies and regulations that meet that potential and align with the Values Statement.

Geographic Scope:

City of Auburn, Maine, with surrounding communities and markets.

Activities:

1. Attend initial meetings with City of Auburn officials to set up study processes.

- Establish agreements on roles and responsibilities
- Set timeline for project
- Begin to plan public meetings
- Meet with Mayor
- Meet with Planning Staff to review history of Rural Lands and this project
- Meet with City legal staff to ascertain their view on the impacts of AGRP, legal constraints that would affect any future plans, and related issues

- Meet with GIS mapping specialists
- Identify relevant studies to be reviewed
- Identify specific experts to be consulted
- Establish survey and interview processes and timeline (especially to ensure farmers will not be surveyed during busy work seasons)
- Compile lists of people to interview and survey

2. Interview experts and stakeholders to gain background information on agricultural trends in the State of Maine and local farm and food initiatives.

- Maine Department of Agriculture, Forestry, and Conservation
- Maine Farmland Trust
- St. Mary's Nutrition Center
- Cultivating Community
- Somali Bantu Community Initiative
- Cooperative Development Institute
- Others as mutually agreed

3. Conduct an assessment and report on Auburn's existing Agricultural and Resource Protection district regulations, other local, state, or regional regulations, the impacts of these regulations whether intended or not, and rural economic and social conditions.

- Study Agricultural and Resource Protection regulations in depth
- Interview legal experts, farmers, and others regarding the efficacy and impacts of AGRP
- Compile current data on farm and food economy for Androscoggin County and surrounding region
- Compile health, demographic, and social data for Androscoggin County and surrounding region
- Interview state officials by telephone:
 - Maine Attorney General's office
 - Maine Department of Community and Economic Development
 - State Planning Office
 - Office of Policy and Management
 - Key farmers and food practitioners including those listed above
 - Others as mutually agreed
- Summarize findings into a concise document

4. Interview (one-on-one) at least 30 farmers, potential farmers, timber firms, food businesses, natural resource producers, property owners, and key stakeholders in or near the Rural Lands district. Ensure that divergent views are included.

- Ascertain each person's history related to Rural Lands site
- Ascertain each person's goals for the future related to Rural Lands site
- Ascertain each person's sense of foreseen and unforeseen impacts of the AGRP
- Ascertain each person's understanding of potential opportunities for the AGRP
- Ascertain each person's understanding of obstacles to strengthening agricultural protection

5. Survey property owners and farmers.

- Create solid focus for each survey (farmers, property owners)

- Draft survey questions, review with City Planning staff
- Refine survey questions, post on an internet-based survey platform
- Work with City Planning staff to develop cover letter for Mayor to sign, inviting respondents to fill out survey, and write follow-up reminders
- Work with City Planning staff to publicize the survey to all recipients
- City will send invitation letter
- Consultants will administer survey
- City will send reminders
- Once survey is closed, Consultants will compile results and summarize key findings into a concise and readable report

6. Facilitate stakeholder and public meetings.

- Based on interview lists compiled and timeline established above, work with City staff who will schedule stakeholder meetings.
- Plan and lead 3 focus group meetings (farmers, property owners, timber firms, broader community members)
- Plan a public meeting to review initial findings of research and invite comment on proposed recommendations
- Lead this public meeting

7. Submit a preliminary report on the public meetings, interviews, and surveys.

- Write concise summary report outlining key findings from interviews, surveys, and public meetings
- Outline proposed recommendations

8. Explore the economic development possibilities of Auburn's Rural Lands and its potential to complement downtown living and development.

- Work with city staff to identify key community leaders, economic developers, other experts who should be interviewed regarding the potential for the Rural Lands district
- Interview these sources
- Review relevant studies from Auburn and other locations
- Draw economic development recommendations from these interviews and data compiled above
- Drawing upon quantitative and qualitative data compiled above, prepare draft of potential economic development plan for Rural Lands district

9. Prepare a preliminary report with alternatives for public consideration.

- Write concise preliminary report outlining key findings above with draft economic development recommendations
- Submit to City staff for review

10. Prepare a report with recommendations and implementation plan to overcome obstacles to Auburn's rural economy.

- Write concise report outlining key recommendations and implementation plan that overcomes obstacles to Auburn's rural economy
- Submit to City
- Post on City, Crossroads Resource Center, and New Growth Associates web sites

11. Provide an implementation plan for the long-term management of Auburn's Rural Lands.

- Write concise report outlining implementation plan for long-term management of Auburns' Rural Lands
- Submit to City
- Post on City, Crossroads Resource Center, and New Growth Associates web sites

City Staff will make the following contributions, as specified in RFP:

- Provide Project Oversight
- Assist consultants in obtaining data from city, county, and state officials
- Facilitate arrangements for and participate in public meetings
- Oversee a City website dedicated to the Rural Land Capability Study
- Identify stakeholders for interviews
- Lead outreach for surveys including initial invitation to edit and follow up reminders.

Project Timeline

Note: It may be best to delay survey process and public meetings until Winter 2017/2018 to ensure farmer participation. The following timeline is a compromise to establish some momentum after the project is funded by City.

The basic assumption of our approach is that private meetings with landowners and farmers will be held before public meetings, in order to (a) assure all parties that their voices are heard; (b) foster a sense of collaboration rather than confrontation; and (c) for consultants to become familiar with the nuances of the issues prior to public meetings.

Since the City has not yet allocated funds for this project, all dates are contingent on that approval, in addition to professional commitments our team makes prior to that approval. This should be viewed as a sample timeline until we know when work can actually commence.

April 18, 2017

City of Auburn Opens Sealed Bids for #2017-027

April - May, 2017

City of Auburn considers whether to fund this project

June, 2017

Assuming City funds are approved, agreement is signed and work commences

Task 1: Initial meetings with City staff

Task 1: Prior studies reviewed

Task 4a: Initial property owner interviews held (15 interviews)

July, 2017

Tasks 1-2: Data compiled from public sources

Task 2: Telephone interviews with key stakeholders

Task 3: AGRP assessment completed

August, 2017

Task 5: Survey designed

Task 8: Research economic development opportunities

September, 2017

Task 5: Survey disseminated

October, 2017

Task 5: Survey results compiled

December, 2017

Task 4b: Farmer interviews held (15 interviews)

Task 6: Focus groups held

January, 2018

Task 6: Public Meeting held to review initial findings

Task 7: Write preliminary findings

February, 2018

Task 7: Complete preliminary report with research findings

March, 2018

Task 7: Staff reviews preliminary report

April, 2018

Task 9: Complete preliminary report overcoming obstacles

Task 10: Complete report on overcoming obstacles

May, 2018

Tasks 10-11: Complete final report with recommendations

Professional Fees & Budget

Meter and Phillips Goldenberg both bill at \$100 per hour.

Proposed Budget

Task 1 8,000

Attend initial meetings with City of Auburn officials to set up study processes; begin property owner interviews.

Task 2 4,000

Interview experts and stakeholders to gain background information on agricultural trends in the State of Maine and local farm and food initiatives.

Task 3 1,500

Conduct an assessment and report on Auburn's existing Agricultural and Resource Protection district regulations, other local, state, or regional regulations, the impacts of these regulations whether intended or not, and rural economic and social conditions.

Task 4 4,000

Interview (one-on-one) at least 30 farmers, potential farmers, property owners, and key stakeholders in or near the Rural Lands district. Ensure that divergent views are included.

Task 5 3,000

Survey property owners and farmers.

Task 6 7,000

Facilitate stakeholder and public meetings.

Task 7 1,600

Submit a preliminary report on the public meetings, interviews, and surveys.

Task 8 1,400

Explore the economic development possibilities of Auburn's Rural Lands and its potential to complement downtown living and development.

Task 9 1,000

Prepare a preliminary report with alternatives for public consideration.

Task 10 6,450

Prepare a report with recommendations and implementation plan to overcome obstacles to Auburn's rural economy.

Task 11 1,000

Provide an implementation plan for the long-term management of Auburn's Rural Lands.

Travel time 1,500

Travel costs 10,245

\$6,000+ of this will be spent in Auburn

Total **\$50,695**

We have prepared our estimate based on the work plan developed by the City for the RFP. There may be ways to reduce costs, for example, by reducing the number of preliminary drafts to one, or by interviewing fewer people. Should the City wish to bring the budget down to a lower level for these or other reasons, we are fully prepared to reduce the Scope of Work accordingly.

Kenneth A. Meter, M.P.A.

7415 Humboldt Ave. S.
Minneapolis, Minnesota 55423
(612) 869-8664
kmeter@crcworks.org

CROSSROADS RESOURCE CENTER

Minneapolis, MN

Since 1995 **President** (*Principal executive officer*)

- Managed entrepreneurial nonprofit with international impact.

Key accomplishments

- Recognized as the most experienced food-system analyst in the U.S., integrating market analysis, systems thinking, quantitative time-series data, and first-hand interviews.
- First proponent of local foods as an economic development strategy, since 1974.
- This analysis and consulting fostered 110 strong farm and food networks in 40 states across the U.S. and for Manitoba; serves as critical tool for local food system planning & investment. Published by Food First, University of Arizona, Northern Arizona University, University of Minnesota. Cited in *New York Times*, *Mother Jones*.
- National panel review manager, & advisor, USDA Community Food Projects (2003-09; 2017).
- Co-author of USDA-AMS Toolkit on economic impact analysis for local foods (2015).
- Critical review of economic impact methodologies, for Centers for Disease Control and Illinois Public Health Institute (2015).
- Consultant to Pennsylvania Association for Sustainable Agriculture (PASA) “Real Deal” project devising measures that protect integrity of marketing of “local” food (2014).
- Developed tracking methods for farm-to-school purchasing in South Carolina (2015).
- Made 500 presentations since January, 2007, including keynote covering U.S. farm economy at international conference on Agriculture in an Urbanizing Society at University of Wageningen, the Netherlands (2012); presentation on regional investment at Slow Food's Terra Madre in Torino, Italy (2006), sessions on sustainability planning and local foods at American Planning Association annual meeting (2011, 2016), International Economic Development Council (2013, 2014, 2015, 2017), and regular appearances at major national food conferences in U.S. (See www.crcworks.org/presentations.pdf for full list).
- Wrote six statewide assessments of food industries that deepened local implementation activities: \$9.85 million local foods investment plan for South Carolina; also Alaska, Mississippi, Indiana, Ohio, & Minnesota. Often hired by state governments.
- Strategic consultant to food nodes, food hubs and food business clusters in 40 states.
- Served as consultant to private development firms, U.S. Department of Agriculture, Centers for Disease Control and Prevention, Environmental Protection Agency, American Planning Association, Indiana State Department of Health, Provincial Health Services of British Columbia, Blue Cross Blue Shield Minnesota Center for Prevention, Minnesota Pollution Control Agency, Leopold Center for Sustainable Agriculture, Stanford University, Ecotrust, Bioneers, J.W. McConnell Foundation, W.K. Kellogg Foundation, Northwest Area Foundation, etc.
- Served as global leader in planning and evaluation for systems initiatives. Published by American Evaluation Association, and Berghahn Press (UK).
- Facilitated business development in inner-city neighborhoods, including Latino Mercado.
- Created groundbreaking “Neighborhood Income Statement and Balance Sheet” studies.
- Holds international experience in 13 nations.
- Highly trusted in work with low-income, rural, ethnic and international communities.
- Served as contributing editor to *Journal of Agriculture, Food Systems and Community Development*, 2011-2015. Wrote regular column, “Metrics in the Field.”
- Source for HBO, *New York Times*, *Wall Street Journal*.

Experience

UNIVERSITY OF MINNESOTA

St. Paul, MN

2003 - 2004 Visiting Faculty in Applied Economics

- Taught Economic History of U.S. Agriculture to undergraduate students.

HARVARD UNIVERSITY

Cambridge, MA

2002 Economics Instructor

- Taught Principles of Microeconomics to mid-career professionals in the graduate program in Public Administration, Kennedy School of Government.

INDEPENDENT JOURNALIST

Minneapolis, MN

2001-present Reporter covering urban poverty, regional and international agribusiness,
1979-1995 corporate financial news

- Investigative journalism, editing, photography, creative writing, book reviews, business management, fundraising, consulting, project administration and related work.
- Published by Reuters, Pacific News Service, St. Paul *Pioneer Press*, Minneapolis *Star Tribune*, *Chicago Tribune*, *Des Moines Register*, *Anchorage Daily News*, *Madison Capital Times*, *Ag-Week*, *Successful Farming*, *Catholic Rural Life*, *The Farmer*, *Corporate Report*, *Neighborhood Works*, *American Land Forum*, many others.
- Filed first-hand reports from Cuba, Japan, Philippines, Hungary, Czechoslovakia, Germany, France, Netherlands, Italy, Belgium, Portugal, Nicaragua.
- Taught European politics & society, local community studies at Metro State University.
- Taught reporting at University of Minnesota, 1991-1992.

Awards

- Public Service Fellow, Kennedy School of Government, Harvard University (1999).
- Finalist, Bush Foundation Leadership Fellowship (1999) — four-state competition.
- National Short-list Artist, “Artists & Communities: America Creates for the Millennium,” Mid-Atlantic Arts Foundation (1999).
- Twin Cities Neighborhood and Community Press Association awards (1992, 1990) for “Best Feature,” “Best Series,” and “Best Investigative Report” for coverage of poverty.

Boards & Other Leadership

- Member, International Economic Development Council
- Member, American Evaluation Assoc. Systems Technical Interest Group (2005 - 2011).
- City of Richfield (Minnesota) Planning Commission, (1998-1999).
- President, Twin Cities Research Group (1997-1999).

Education

- MPA Harvard Kennedy School, public administration.
- MA Boston University, history.
- BA Swarthmore College, chemistry.

Other Skills & Activities

- Fluent German; moderate French; basic Spanish & Portuguese.
- Seven of my poems were set to music by Minneapolis composer R.F. Palmer.
- Choral singer including chamber choir, Oratorio Society of Minnesota. Wrote concert program notes, theatrical narrations, translated German poetry (1991 to 2016).

Megan Phillips Goldenberg, M.S.

goldenbergme@gmail.com

EDUCATION

M.S., Agricultural and Natural Resource Economics, Colorado State University
2011

Emphasis: Community and Regional Economic Development, Public Policy
Cost Effective Promotion for Local Foods and Direct Markets with Dr. Dawn Thilmany
Applications and Impacts of Regional Import Substitution Ideals with Dr. Harvey Cutler
Food Access Issues on the Suburban/Urban Interface with Dr. Dawn Thilmany

B.A., Chemistry with Honors, Northern Michigan University, Marquette, Michigan
2007

Minors: Biology, Mathematics

PROFESSIONAL EXPERIENCES

Food Systems Consultant, New Growth Associates, Saline, Michigan
2010-Present

- Own and manage food systems based program management and business development consulting firm
- Develop financial projections and feasibility studies for entrepreneurs
- Provide training and technical assistance for small business owners
- Facilitate strategic planning and coalition development
- Identify relevant grants and funding opportunities for grant seekers
- Evaluate and review food and agriculture related projects for grantors

Food Systems Research Associate, Crossroads Resource Center, Minneapolis, Minnesota
2013-Present

- Provide economic development content knowledge and research support
- Develop, execute, and analyze community-based surveys
- Conduct stakeholder interviews and facilitate community engagement
- Write and review background statements and summary reports
- Advise on financial analysis and proposal feasibility

Local Initiatives Specialist, Pittsfield Charter Township, Ann Arbor, Michigan
2014

- Advised on agricultural preservation and viability initiatives
- Managed all aspects of a second year, Michigan producer only, 42-booth farmers market
- Solicited financial and in-kind donations to support community initiatives
- Wrote and reviewed grants to develop new community initiatives

Agroecology Research Assistant, University of Michigan, Ann Arbor, Michigan
2014

- Developed 10 research field sites on organic and alternative vegetable farms
- Piloted and refined conventional agroecology laboratory techniques for alternative agriculture
- Hired, trained, and supervised 2 new undergraduate students
- Managed laboratory supply inventories and purchasing for an entirely new lab

Food Systems and Policy Associate, WPM Consulting, LLC, Boulder, Colorado
2010-2013

Designed and developed community-based research projects, including data collection, analysis and reporting for rural, suburban, and urban communities including metro Denver
Provided content knowledge, research support, and communication management for a 13-member, governor-appointed state food policy council and its three subcommittees
Facilitated partnerships with state departments, state and regional associations, city governments, businesses, universities, and national organizations
Planned and executed public and private events for 10-100 attendees
Managed project contracts, timelines, and budgets during CEO's maternity leave
Supervised 5 policy interns and their projects

Co-Director and Co-Founder, The Growing Project, Fort Collins, Colorado
2008-2012

Supervised 3 project leaders, several interns, and 150 volunteers for a small, food-based nonprofit
Arranged agricultural education opportunities and workshops
Managed strategic, financial, and business planning
Facilitated stakeholder engagement and donor relationships

Graduate Assistant for Dr. Dawn Thilmany, Colorado State University, Fort Collins, Colorado
2008-2010

Evaluated effectiveness of outreach efforts and provided economic impact assessment for a "buy local" campaign
Contributed to the development of a web-based small farmers production and budget forecasting tool
Designed and managed direct market price reporting project with Colorado Farmers' Market Association and Colorado State University-Extension
Proposed business development curricula for small-scale agricultural producers under a three-year NIFA-funded Beginning Farmer Rancher Development Program Grant
Researched and investigated cost-effective marketing strategies targeted towards small agribusinesses and agritourism operations
Assisted with research-oriented grant writing efforts

VOLUNTEER EXPERIENCES

Local Food Summit Steering Committee, Slow Food Huron Valley
2014-present

Strategic Planning and Organizational Development, New Connecticut Farmers Alliance
2013

Policy Representative, Northeast Organic Farming Association of Rhode Island
2013

Network Development Team, Connecticut Food Systems Alliance
2013

Representative, Fort Collins Built Environment Working Group
2011-2012

Food Systems and Nutrition Chair, Colorado Built Environment Strategic Collaborative
2011-2012

Grants Evaluator, LiveWell Colorado
2011

Garden Manager, La Hesperia Biological Station, Esperie, Ecuador
2007

Teacher, Bruce Peru, Lima, Peru
2006

PUBLICATIONS

Refereed Journal Articles

Thilmany, D., M. Sullins, **M. Phillips**, and A. Gunter. 2011. *Cost Effective Promotion for Local Foods and Direct Markets: Evaluation of Colorado's Technical Assistance for Local Food Supply Chains*. Journal of Agribusiness. Spring 2011. 29: 23-40.

Phillips, M., D. Thilmany-McFadden, and M. Sullins. 2010. *How Effective is Social Networking for Direct Marketers?* Journal of Food Distribution Research. 41(1).

Client Publications

Thilmany McFadden, D., A. Bauman, R. Hill, B. Jablonski, S. Deller, A. Morales, K. Meter, **M.P. Goldenberg**, D. Swenson, D. Tropp, T. Schmit, D. Conner, and D. Hughes. 2015. *Economic Impacts of Local and Regional Food Systems*. USDA Agricultural Marketing Service: Washington D.C. Preprint.

Lynch, J., K. Meter, G. Robles-Schrader, **M.P. Goldenberg**, E. Bassler, S. Chusid, and C. Jansen Austin. 2015. *Exploring Economic and Health Impacts of Local Food Procurement*. Illinois Public Health Institute: Chicago, IL.

Goldenberg, M.P. and V. Zilke. 2015. *Ypsilanti Farmers MarketHub: Planning for Micro-Distribution of Local Food to Increase Food Access*. Growing Hope: Ypsilanti, MI.

Snyder, B., L. Smith, K. Meter, **M.P. Goldenberg**, S. Miller, and R. Amsterdam. 2014. *The Real Deal: How Do We Define Local in a Meaningful and Measurable Way?* Pennsylvania Association for Sustainable Agriculture: Millheim, PA.

Meter, K. and **M.P. Goldenberg**. 2014. *Finding Food in Alaska*. Alaska Food Policy Council. Crossroads Resource Center: Minneapolis, MN.

Meter, K. and **M.P. Goldenberg**. 2013. *An Overview of Mississippi's Farm and Food Economy*. Mississippi Food Policy Council and Winrock International. Crossroads Resource Center: Minneapolis, MN.

Meter, K. and **M.P. Goldenberg**. 2013. *Making Small Farms into Big Business*. South Carolina Departments of Agriculture and Commerce. Crossroads Resource Center: Minneapolis, MN.

Moschetti, W.P. and **M. Phillips**. 2013. *Montezuma County's Food System Assessment: Consumers' Perspectives*. Montezuma County's Food System Assessment. WPM Consulting, LLC: Boulder, CO.

Moschetti, W.P. and **M. Phillips**. 2013. *Understanding the Food Environment, Policies, and Programs that Affect Healthy Food Access*. Northwest Colorado Community Food Assessment. WPM Consulting, LLC: Boulder, CO.

Moschetti, W.P. and **M. Phillips**. 2012. *Finding Money for Food and Agriculture Projects and Leaders in Colorado: A Feasibility Study*. Rocky Mountain Farmers' Union. WPM Consulting, LLC: Boulder, CO.

Moschetti, W.P. and **M. Phillips**. 2012. *Understanding Access to Healthy Foods for Food Insecure Populations in Chaffee County*. Chaffee County Food Assessment. WPM Consulting, LLC: Boulder, CO.

Sullins, M., M. Sloan, **M. Phillips**, and D. Thilmany. 2010. *Food Security and Access in Northern Colorado*. Northern Colorado Food Assessment. Colorado State University: Fort Collins, CO.

Powell, S., **M. Phillips**, and D. Thilmany. 2010. *A Closer Look at Farm Operators*. Northern Colorado Food Assessment. Colorado State University: Fort Collins, CO.

Web Publications

Phillips, M., D. Thilmany-McFadden. 2010. *Selling Local- Campaigns to Encourage Local Consumerism*. Economic Development Report 10-02, Colorado State University Extension, Department of Agricultural and Resource Economics, Fort Collins, CO.

Phillips, M., D. Thilmany-McFadden, and M. Sullins. 2010. *Possible Roles For Social Networking in Agritourism Development*. Agricultural Marketing Report 10-01, Colorado State University Extension, Department of Agricultural and Resource Economics, Fort Collins, CO.

Phillips, M., D. Thilmany McFadden, and M. Sullins. 2009. *Social Networking and Marketing for Colorado's Agricultural Producers*. Agricultural Marketing Report 09-05, Colorado State University Extension, Department of Agricultural and Resource Economics, Fort Collins, CO.

PRESENTATIONS

Invited Presentations

Phillips, M., W.P. Moschetti, and D. Thilmany-McFadden. *Food Environments and Access Issues in Colorado: A Case for Rethinking Food Deserts and How to Address Them*. Colorado Department of Health and Environment. Denver, CO, December 12th, 2011.

Phillips, M., D. Thilmany-McFadden, and M. Sullins. *Effectiveness of Social Networking for Direct Marketers*. Strategic Marketing Conference. Cornell University. Hyde Park, NY, November 1st, 2010.

Additional Presentations

Goldenberg, M.P. and V. Zilke. *Charming Consumers with the Perfect Message*. Local Food Summit. Ann Arbor, MI, February 15, 2015.

Goldenberg, M.P., K. Meter, and E. Kahler. *Systemic investments in local food systems at the state level*. Agriculture, Food, and Human Values Association Conference. Burlington, VT, June 20, 2014.

Phillips, M., W.P. Moschetti, M.T. Houghton, G. Nurse, and D. Thilmany-McFadden. *Community Food Assessments and Healthy Food Access Beyond Urban Centers*. Community Food Security Coalition Conference. Oakland, CA, November 7th, 2011.

Phillips, M.E., W.P. Moschetti, M.T. Houghton, G. Nurse, and D. Thilmany-McFadden. *Food Access Issues on the Suburban/Urban Interface- A Case for Rethinking Food Deserts and How to Address Them*. Public Health in the Rockies. Steamboat, CO, September 23rd, 2011.

Thilmany, D., M. Sullins, **M. Phillips**, and A. Gunter. *Cost Effective Promotion for Local Foods and Direct Markets: Evaluation of Colorado's Technical Assistance for Local Food Supply Chains*. Western Education and Research Activities Conference Presentation. Las Vegas, NV, June, 2011.

Phillips, M., D. Thilmany McFadden, and H. Cutler. *Applications and Impacts of Regional Import Substitution Ideals*. North American Regional Science Conference. Denver, CO, November 13th, 2010.

Thilmany McFadden, D. *Public Health and Food Security in the Northern Colorado Region*. Poster session at the Northern Colorado Food System Assessment Open House. September, 2010. (with Livewell Colorado personnel, Martha Sullins, **Megan Phillips**, Sarah Powell and Melinda Sloan).

Thilmany McFadden, D. *Farm Production and Farmer Demographics in the Northern Colorado Region*. Poster session at the Northern Colorado Food System Assessment Open House. August 2010. (with Sarah Powell, **Megan Phillips** and Linda Hoffman).

Phillips, M. and D. Moxon. *Locavore Demand: A Consumer Choice Model for Local Beers*. Graduate Research Symposium. Colorado State University. Fort Collins, CO, February 5th, 2010.

Phillips, M., Thilmany, D., and M. Sullins. *How Effective is Social Networking for Direct Marketers?* Food Distribution Research Conference. Broomfield, CO. November 3rd, 2009.

Thilmany McFadden, D., M. Sullins, and **M. Phillips**. *Mitigating Risk in Agritourism Enterprises*. Risk Management Education Conference. Reno, NV. April, 2009.

Thilmany McFadden, D., M. Sullins and **M. Phillips**. *Cost Effective Marketing Plans and Resources*. Colorado Department of Agriculture Marketing your Food Product Workshop. Aurora, CO. April, 2009.

Thilmany McFadden, D., **M. Phillips**, and M. Sullins. *Branding Your Product & Strategic Positioning: Creating an Image for Your Operation*. Cortez Agritourism Workshop. Cortez, CO. January, 2009.

Thilmany McFadden, D., **M. Phillips**, and M. Sullins. *Branding Your Product & Strategic Positioning: Creating an Image for Your Operation*. Byers Agritourism Conference. January, 2009.