



Sowing the Seeds for a Better Future: Alvarez Farms

By
Rural Roots and University of Idaho
Research Team:

Colette DePhelps
Executive Director, Rural Roots, Inc.

Cinda Williams
*Extension Support Scientist II
Plant, Soil and Entomological Sciences
University of Idaho*

John Foltz, Ph.D.
*Associate Dean
College of Agricultural and Life Sciences
Professor of Agricultural Economics
University of Idaho*

John Potter
*Univ. of Idaho Graduate Research Assistant
Dept. of Agricultural Economics and Rural Sociology*

and
Professional Writing Team:

Cynthia Selde
Karen Faunce



The Northwest Direct farm case studies were developed to provide in-depth information about the direct and semi-direct marketing opportunities that exist for farmers within their regional food system and how these opportunities are captured by a diverse set of successful producers in Idaho, Oregon and Washington. Direct marketing strategies employed by the farmers featured in this series include farmers' markets, community supported agriculture (CSAs), u-pick, farm stand and on-farm sales. Semi-direct marketing strategies include sales to restaurants, caterers, retailers (grocery stores, butchers, etc.) and processors, arranged and completed by the farmer him/ herself without the use of brokers or wholesalers.

In 2002 and 2003, members of the case study research team performed in-depth on-farm interviews with each of the 12 farm families in this study. Interviews were transcribed, financial information was collected, reviewed and interpreted and outlines for the case study content were developed. Professionals were hired to write the case studies. Each case study went through a series of reviews by the case study farmers, university faculty and research team members with final permission for publishing and distribution given by the farmers themselves.

The nature of profitable small acreage farming demands flexibility and the willingness to change. These case studies, therefore, reflect a "snapshot in time" of each farm. Readers should be aware that these farms have undoubtedly evolved since the initial interviews. They should also be aware that the unique nature of each farm necessitates an individualized treatment of the analysis of farm profitability and the criteria by which that is measured. The case studies contain financial information to the extent that farmers were willing to share, and reflect our intention to educate the reader, while at the same time protecting the farmers' need for confidentiality.

It is our intent that the case studies will be of use to:

- Current farmers who want access to a greater share of the revenue that comes from the foods they grow and raise and are interested in exploring one or more marketing options.
- New farmers who are designing their production and marketing systems, who are interested in employing one or more marketing strategies, and are establishing a business plan for their farm.
- Educators and other agricultural professionals who work with producers and others interested in direct and semi-direct marketing.
- Policy-makers who are interested in enhancing the financial stability of family farms in the region through innovative policy and government funding.

A total of 12 case studies were produced by Rural Roots, Inc. and the University of Idaho as part of the Northwest Direct project. A list of the other case studies in the series is included at the end of this document. These case studies are one component of a larger USDA Initiative for Future Agriculture and Food Systems project called *Northwest Direct: Improving Markets for Small Farms*. For more information on this project and its outcomes, visit the project website at <http://www.nwdirect.wsu.edu/>.



Colette DePhelps, NW Direct Case Study Research Team Leader



**Don Hilario Alvarez
Alvarez Farms
Mabton, Washington**

**Marketing Strategies
Employed**

Farmers' Markets

Community Supported
Agriculture

Primary Crops

Hundreds of Varieties of Row
and Greenhouse Crops

Value-Added Products

Certifications

WSDA Certified Organic

**NORTHWEST DIRECT
MARKETING
FARMER CASE STUDY
COPYRIGHT 2005**



Sowing the Seeds for a Better Future: Alvarez Farms

The Alvarez Family Makes the Yakima Valley Their Home

Don Hilario Alvarez and his family are living examples of what can be achieved with determination and hard work. Originally from the coastal region of the Mexican state of Michoacán, Hilario Alvarez immigrated in the early 1970s, first to southern California, and then to eastern Washington, where he worked for seven years on a farm in Wapato. He learned everything he could about farming from the owners of the farms where he worked, and finally, in 1981 he rented thirty acres and started farming on his own during his "free time." He started out with very little money and no tractor, and picked up the knowledge he was still lacking by trial and error. But thanks to his hard work, his determination, his willingness to experiment and his ability to learn from experi-

ence, today Don Hilario and his family own 120 acres, making his farm one of the largest organic vegetable farms in eastern Washington¹.

The Alvarez Farm is located in the upper Yakima Valley between Mabton and Sunnyside, Washington, in an area that has been described as "some of the most intensively managed agricultural ground in the nation," thanks to the rich volcanic soil, relatively moderate climate, and abundant irrigation water available from the Yakima River². The land is mostly flat lowlands (elevation 770 feet above sea level). The average temperature ranges from 23.9 ° F in January to 88.5 ° F in August. The average annual precipitation is 6.89 inches³, and the area receives approximately 300 days a year of sunshine⁴.



Row crops on Alvarez Farms

Marketing Strategy: Diversify, Diversify, Diversify

Today the Alvarez Farm produces over 200 varieties of organic vegetables, including 100 varieties of peppers, 50 varieties of tomatoes, 20 types of eggplant, 15 varieties of potatoes, and 13 types of zucchini (See Table 1). Thanks to the use of four greenhouses, Don Hilario is able to start many of his crops early, and manages to harvest some crops (e.g., peas, garlic, potatoes, onions, green beans, cucumber, and sweet corn) twice per season. Thanks also to the greenhouses, Don Hilario is able to grow vegetables like okra and peanuts, that are not usually grown in the area due to their need for a longer growing season. Don Hilario starts planting the early crops in the greenhouses in March, and finishes the last harvests in early October. He is careful to explain that each type of vegetable and each variety requires special treatment.

This wide diversity of crops has been Alvarez Farm's salvation. Influenced by other farmers in the area, at first Don Hilario took only tomatoes⁵ and a few other vegetables to market. He tells the story of taking a truckload of tomatoes to market, and not being able to sell enough to cover the cost of transportation. He took the advice of a friend who told him he should sell many different kinds of vegetables, and that proved to be the key to his success. He began to load his truck with tomatoes, onions, garlic, peas, green beans, peppers, zucchini and potatoes and he sold the whole lot. Each year, he says, he tries out new varieties, and if they suit his fancy and that of his cus-

Table 1: Types of crops, 2005
(Numbers of Varieties)

Asparagus	Okra
Basil	Onions
Beans	Peanuts
Beets	Peas
Cabbage	Peppers (100)**
Cucumbers	Potatoes (15)
Eggplant (20)	Radishes
Faba beans	Spinach
Garbanzos	Squash
Garlic	Sweet corn
Green Beans	Tomatillos
Lettuce	Tomatoes
Melons	Zucchini (13)

In all, Alvarez Farms produces 200 varieties of vegetables and fruits.

Don Hilario is always experimenting with new varieties. He plans on growing 150 varieties of peppers in 2006.

Table 2: Distribution of Gross Income by Market

Market/CSA	Gross Income (1)	Disbursement (2)
Pike Place Market - stand	30%	30%
Pike Place Market – CSA	25%	25%
Full Circle	20%	20%
Columbia City	6%	6%
Pasco	5%	4%
Issaquah	4%	4%
Puyallup	4%	4%
Kirkland	3%	3%
Yakima	2%	2%
Restaurants	1%	1%
Share of total harvest consumed by Alvarez family	*	1%
Total	100%	100%

1) Share of Farm's gross income derived from each market
2) Share of total harvest sold in each market
* Family consumption of Farm produce represents an estimated savings of \$2,871 in food expenses.

tomers, he adds them to his list of regulars. His plans for 2006 include planting 14 acres of peppers, and increasing the number of varieties to 150.

Farmers' Markets and CSA

The second key to Don Hilario's success has been the decision to sell to farmers' markets rather than wholesale. Don Hilario's wife, Doña Soledad, and their older children take produce and manage stands at a number of farmers' markets, from Pike Place Market in Seattle -- where Alvarez Farm is also an important supplier to the Pike Place Community Supported Agriculture (CSA) program -- to Puyallup, Vancouver, Tri-Cities and Yakima.

Table 2 shows the role each major market plays in terms of the share of the farm's total harvest that is disbursed to each, and the percentage of gross income received in turn. Alvarez Farm's revenues from its stand at Pike Place Market, together with its participation in the Pike Place Community Supported Agriculture (CSA) program represent over half of the Farm's gross income and disbursement of total harvest. If one adds to that the farm's revenues from the Full Circle Market CSA program, a full 75 percent of gross income and disbursement of total harvest is accounted for.

Having to prepare produce for delivery to Community Supported Agriculture programs makes work on the

farm even more demanding during the summer months, since CSA subscribers' individual orders must be prepared and packed for delivery. The orders are prepared and the trucks are loaded with fresh produce during pre-dawn hours, driven to markets to replenish the stands and deliver the CSA orders and return again to re-load two to three times a week for weeks on end. Meanwhile, back on the farm, workers race to pick the vegetables as they ripen and have the orders ready to load on the trucks.

Some growers complain about the extra work that selling to Community Supported Agriculture programs demands, but Don Hilario says that only by selling in farmers' markets and to his CSA customers is he able to charge more for his organic produce. If he were to sell his produce wholesale, he would not be able to cover the cost of production. Table 3 compares Farmers' Market and wholesale prices for a number of vegetables during 2005. As one can observe, basil, peppers, peas, garlic and okra reported the highest price differentials, and the prices for sweet corn, lettuce and tomatillos offered very little or no advantage over wholesale prices.

Value Added Products: Pepper Wreaths and Garlic Strings

Another boon to the success of Alvarez Farms has been their introduction of a "value added product:" their brilliantly colored and wonderfully aromatic pepper wreaths and garlic braids. Not only are garlic and chile peppers vital ingredients of Mexican cuisine, they are considered essential elements in Mexican traditional medicine, as well. Moreover, traditional farmers in Mexico plant garlic and hot pepper plants to protect their other crops from unwanted pests. Many customers who buy these products are probably unaware of their cultural significance; they're just anxious to see the beautiful wreaths adorning their kitchens. Peppers, says Don Hilario, are by far his most profitable crop, thanks to the added value he receives from selling the pepper wreaths and garlic strings. Two-thirds of the Farm's gross income is derived from the sale of peppers.

Table 3: Comparison of Returns from Direct and Wholesale Markets, Alvarez Farm

Crop	Unit	Farmers' Market Price	Wholesale Price	Price Differential
Basil	lb	\$12.00	\$8.00	\$4.00
Peppers	lb	\$2.50	\$1.00	\$1.50
Peas	lb	\$2.25	\$1.00	\$1.25
Garlic	lb	\$2.50	\$1.50	\$1.00
Okra	lb	\$3.00	\$2.00	\$1.00
Green Beans	lb	\$1.50	\$0.99	\$0.51
Asparagus	lb	\$1.50	\$1.00	\$0.50
Peanuts	lb	\$3.50	\$3.00	\$0.50
Tomatoes	lb	\$2.50	\$2.00	\$0.50
Fava Beans	lb	\$1.50	\$1.00	\$0.50
Onions	bunch of 4	\$0.75	\$0.45	\$0.30
Beets	lb	\$0.75	\$0.50	\$0.25
Garbanzos	each plant	\$1.00	\$0.75	\$0.25
Melons	each	\$0.75	\$0.50	\$0.25
Potatoes	lb	\$0.75	\$0.50	\$0.25
Zucchini	lb	\$1.25	\$1.00	\$0.25
Cucumbers	each	\$0.50	\$0.33	\$0.17
Eggplant	lb	\$0.99	\$0.85	\$0.14
Sweet corn	each	\$0.33	\$0.25	\$0.08
Lettuce	each	\$0.99	\$0.99	\$0.00
Tomatillos	lb	\$0.99	\$0.99	\$0.00

A Family Endeavor

For Don Hilario the most important key to Alvarez Farm's success has been the fact that his whole family has worked together to attain their dream. Don Hilario's father and his father-in-law helped him put together the money he needed to buy his first 20 acres of land, and his wife and children have all worked arduously, season after season, to plant, tend and harvest the crops, and to take the produce to market. Their son Eduardo and his wife have participated actively in the business, and have plans to create a web site and introduce new value added products.

In September 2004 Don Hilario was able to buy a large refrigerated truck, which his wife, Doña Soledad, often drives to the west side markets. She says that a number of sellers at those markets have expressed their surprise and admiration for her when she drives up in the huge truck to make deliveries. The farm is truly a family endeavor and the whole family is proud of what they have achieved together. According to many experts, the fact that Latino farmers often have large extended families who provide cheap labor has helped turn unprofitable farms into break-even or profitable operations⁶.

Don Hilario is quick to say that he is thankful for the help that a number of people have given him over the



interest financing has made all the difference in the world. With the additional acreage and modern equipment Alvarez Farm has been able to increase production and sales dramatically, and Don Hilario says he is finally beginning to see the light at the end of the tunnel.

Charity

Don Hilario is noted for his charity. He does not keep close track of how much produce he gives away, but every Tuesday he delivers the produce that did not sell at the Farmers Market in Pasco to the Sunnyside food bank. Plus in October, just before it starts to freeze, Don Hilario calls Radio KDNA in Granger and asks them to announce that his fields are open to anyone who wants to come pick the produce that is still on the vines. He says that you can see a hundred or two hundred people out in the fields picking peppers, tomatoes, anything they want. It helps them because a lot of people work in the fields in the summer, and when the harvests are over they have problems finding work. They need some help to get through the winter and feed their families.

The Decision to Grow Without Chemicals

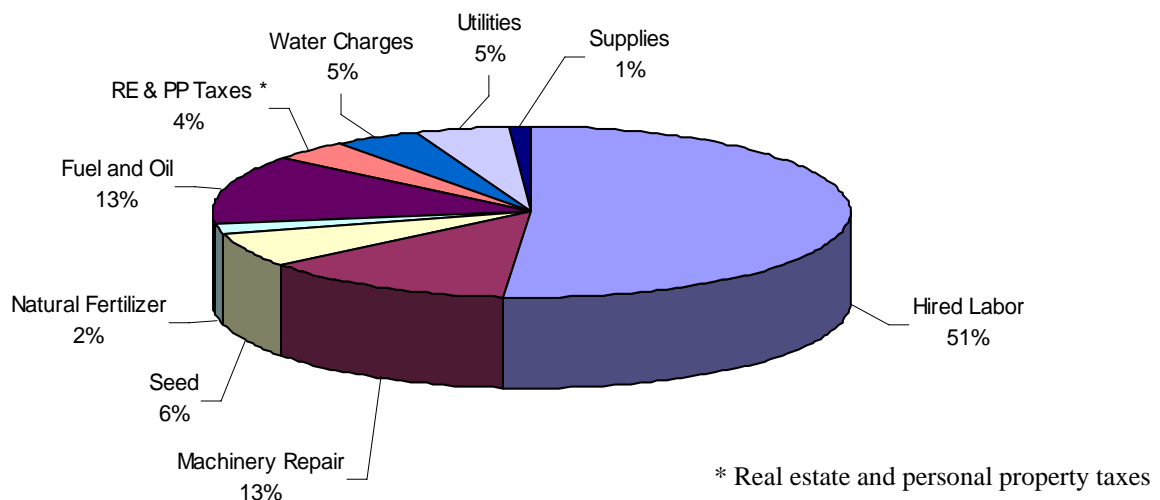
It was during the years he rented land in Wapato that Don Hilario decided to farm without chemicals, after seeing a program on television about the effects of pesticides and herbicides on farm workers. He farmed organically for a few years without being able to advertise his vegetables as organically grown, because a farmer must prove that no chemicals have been applied to the land during the previous three years, in order to obtain certification as an organic grower⁷.

years. Unable to get credit at any bank, for two or three years when he was just starting out on his own, a former employer co-signed for him on small loans that allowed him to buy seed and plant his crops each year. After that, the banks were willing to give him short-term operating loans without a co-signer, but until very recently, all the loans he received from commercial banks were at high rates of interest.

Don Hilario said that the interest on the loans made it impossible for him to get past the break-even point. He would take out loans to buy seeds and sow his crops, and finish off paying the banks in the fall after the last harvest was in. The money he had left barely allowed his family to subsist until the next spring, when he would apply for loans once again.

However, during the last year or so Don Hilario has been able to obtain low-interest FSA loans which he has used to buy additional land -- he currently owns 120 acres -- two much-needed tractors and a refrigerated truck to take his produce to market, thanks to the help of the Center for Latino Farmers in Yakima and to Washington State University's Small Farms Program. Access to low

**Figure 1: Operating Expenses, 2004
Alvarez Farms**



What many farmers in the United States might consider a very risky decision -- to grow crops without any chemical fertilizers, pesticides or herbicides -- Don Hilario considered the most logical and appropriate course of action. In many areas of rural Mexico and Latin America -- and especially in those regions that have been less attractive to commercial agricultural enterprises -- traditional agriculture and knowledge have survived. In these regions, farmers conceptualize and speak of the soil as a fragile living organism. The land "works" and therefore "gets tired," and must "rest." It needs to be nourished with food and water to allow it to keep its "strength." If the land does not receive the nourishment and care it needs, it can become "ill," and needs to "recover." For traditional Latin American farmers human health and soil health are seen to be intimately interconnected⁸, so deciding to raise crops organically seemed only logical to Don Hilario⁹.

Land Ownership at Last

In 1988, after years of working hard and saving as much as possible, Don Hilario, was able to buy 20 acres in Mabton, WA, with help from his friends and family. During the first year he continued to live in Wapato, and farmed the rented land there, as well as the land he bought in Mabton. However, working both farms proved to be too difficult, and in 1989 he moved his family to Mabton. He was able to get his land in Mabton certified organic by the Washington State Department of Agriculture rather quickly, due to the fact that the land had not been cultivated for five years prior to his acquiring it. From that moment on, the Alvarez family was able, with hard work and determination, to grow their farm from the original 20 acres to the 120 acres they now own.

Worries

When asked about his biggest worries, Don Hilario said there are four things that keep him up at night:

- Worries about the weather -- late frosts in the spring, hail storms, and early frosts in the fall;
- Not being able to hire enough workers at harvest time. When the crops are ready for picking you can't wait even one day or you lose a lot. Sometimes there's a shortage of workers -- they prefer to work in the orchards because the pay is better.
- Being able to pay off his loans; and especially lately,
- The effect that the drastic increase in the cost of gasoline is having on his operations. "The price of gas has gone way up," he says, "but the price I can charge for my vegetables has not changed."

Table 4: Mileage to Alvarez Farms' Major Markets

West Side Circuit	Market Locations	Distance in miles
Mabton to	Yakima	35.2
Yakima to	Issaquah	126.4
Issaquah to	Carnation (Full Circle Mkt)	13.4
Carnation to	Kirkland	17.0
Kirkland to	Seattle (Pike Place Mkt)	11.3
Seattle to	Renton (Columbia City)	11.8
Columbia City to	Puyallup	23.8
Puyallup to	Mabton	187.5
	Total mileage	426.4
Pasco Market		
Mabton to	Pasco	50.2
Pasco to	Mabton	50.2
	Round trip	100.4

Operating Expenses

As one can see in Figure 1, the cost of hired labor accounts for over half of total operating expenses, even though a total of eleven members of the Alvarez family work on the farm.

Figure 2 shows the monthly distribution of total operating costs for 2004, and Figure 3 shows the distribution of hired labor costs. As one can see, total operating costs rise dramatically in April, reaching almost 20% of total operating costs for the whole year. This increase is due to a dramatic increase in hired labor for preparing the soil and planting crops, plus the additional costs of seed, natural fertilizer, taxes, and water charges. And as one can see in Figure 3, labor costs continue to rise throughout the summer, as crops are tended, picked, prepared and transported to market. Additional increases in labor costs occur in July, when harvesting is at its peak, and in October, for the final harvest.

The costs of fuel and machinery repair are the second most significant, and together they account for 26% of total operating expenses. Table 4 shows mileage figures to each of the major markets where Alvarez Farm sells its produce, and Figure 4 shows a map of their locations. During peak months, one or more delivery trucks make two or more round trips per week, from Mabton to the west side markets and to Pasco, as well. Total mileage for 2005 totaled over 35,000 miles. At official mileage rates, this represents a cost of over \$14,000¹⁰. The 60% increase in gasoline prices observed from January to September of 2005¹¹ has had serious effects on Alvarez Farm's net income for this year. Figure 5 shows the dramatic rise observed in gasoline prices over the last three years.

Figure 2: Monthly Distribution of Total Operating Expenses Alvarez Farms, 2004

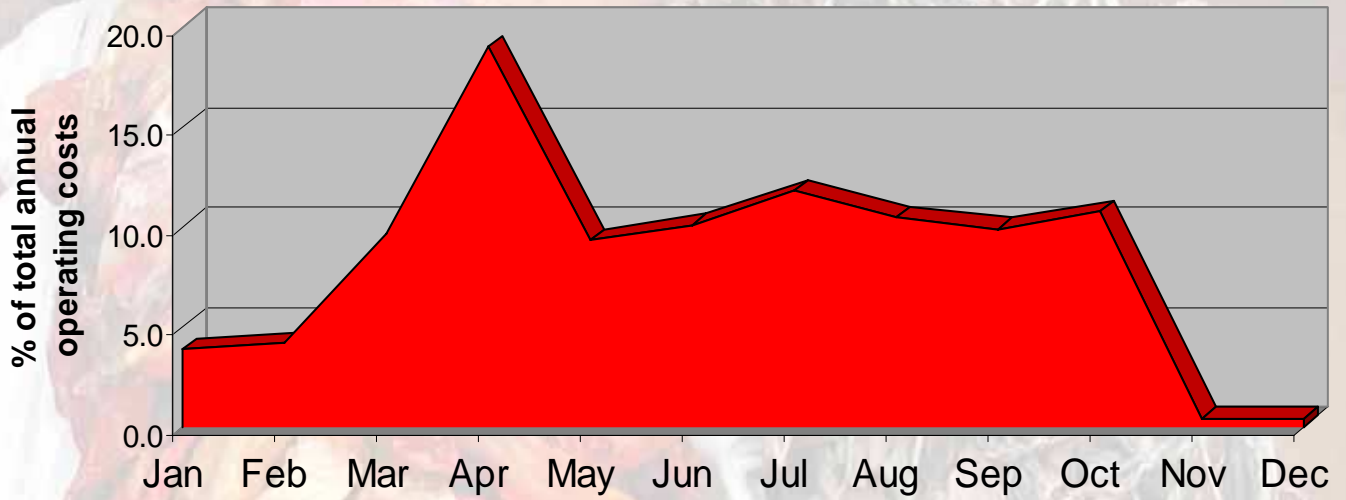


Figure 3: Monthly Distribution of Hired Labor Expenses Alvarez Farms, 2004

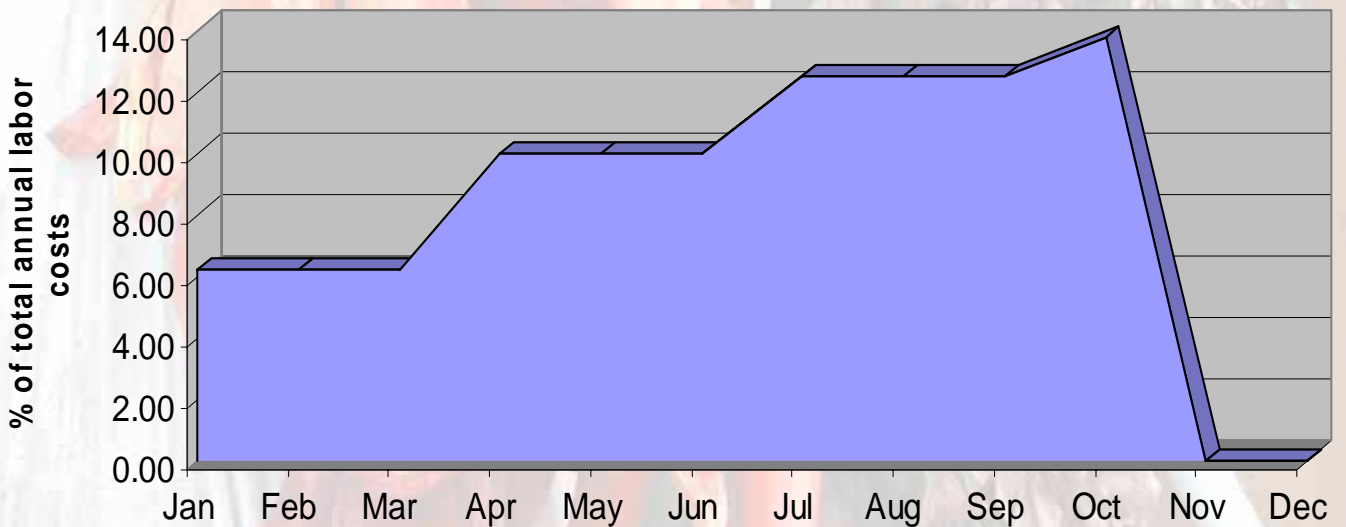
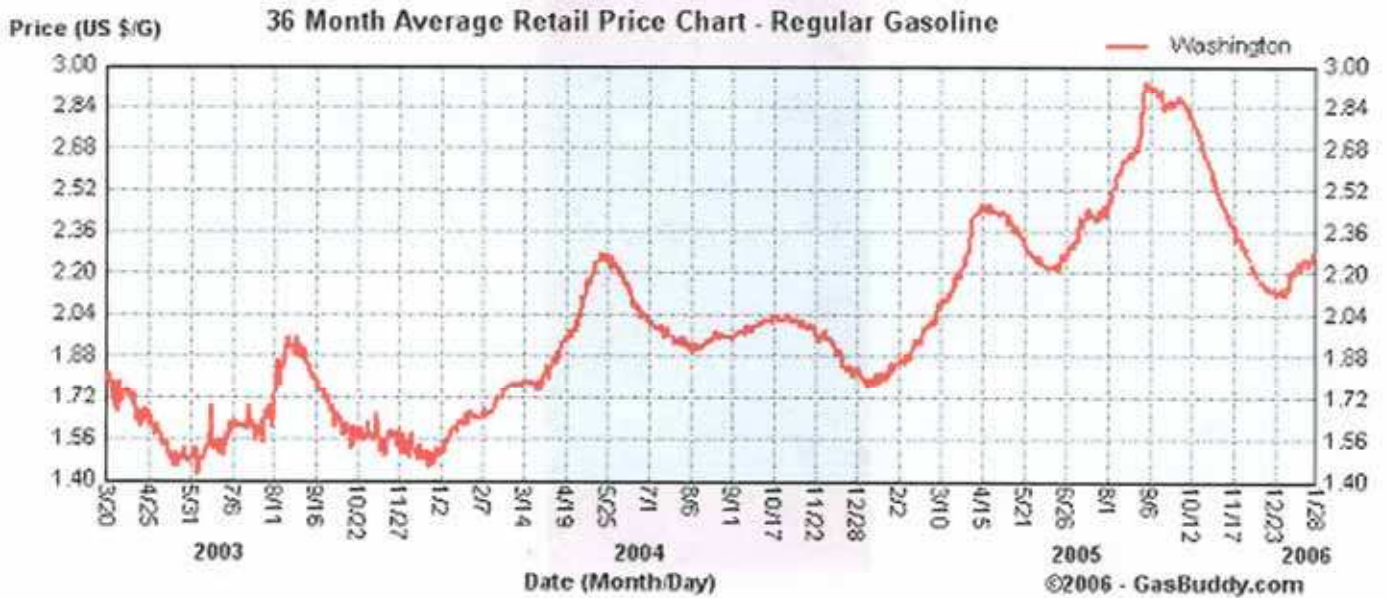


Figure 4: Locations of Markets



Figure 5: The Rising Cost of Fuel




Respect for the Land and Hope for the Future

Recent studies have documented a dramatic rise of Latino-owned and operated farms in the US¹⁴. Although California, Texas, New Mexico, Florida and Colorado have the largest number of Hispanic farmers, Washington state experienced an 88% increase in the number of Hispanic/Latino farm operators between 1997 and 2002¹⁵. According to the 2002 Agricultural Census¹⁶, the total number of Hispanic/Latino owned or operated farms in eastern Washington was 1,213 (see Table 5), which is 78% of the total 1,551 Hispanic/Latino owned or operated farms in Washington state. In an interview on Radio KDNA in February 2005¹⁷, Dr. Malaquías Flores of WSU's Small Farms Program affirmed that these figures are probably underreported, due to the fact that many Latino farmers have not registered with the USDA, and have not been included in the census figures.

Moreover, contrary to popular belief, a 2003 survey of 475 Latinos living in central Washington¹⁸ found that the vast majority of Latinos have a positive view of agricultural work and say they will encourage their children to pursue agricultural careers. The authors of this study find this to be particularly heartening: "As traditional rural populations eschew agriculture, and enrollments in agricultural programs of study decline, Latino agriculturalists and their children are a significant pool from which future farmers and professional agriculturalists can be cultivated¹⁹."

Rural anthropologists and ethno-ecologists point out that recent immigrants from Mexico and other countries of Latin America frequently come from rural areas and bring with them a profound respect for the land²⁰, and -- like previous generations of immigrant farmers that came from northern Europe, Asia and Italy -- "they work hard, belong to tight-knit families, and live frugally as they save money to purchase property."²¹



“When I first started farming on my own, I rented land on the Indian reservation in Wapato -- I had to learn many things by trial and error. I knew how to plant the seeds, but I didn’t have a tractor, and I didn’t know how much water the corn needed. I leased three hoses and put a lot of water in the rows. A friend had a tractor and helped me cultivate my land and in exchange I helped him tend his crops. My friend saw how I was watering my corn and he told me that after the corn produces the tassel it needs more water, but before that it’s not good to irrigate it too much. I lost a lot during the first years I was renting land to farm, but each year I would learn something new and lose less. I would help my friends in their fields and they

Table 2: Eastern Washington: Hispanic/Latino Origin Farms and Operators, 2002

Counties	All farms	Latino farms	Latino farms/all farms (%)	# Latino operators
Adams	717	43	6.0%	47
Asotin	180	0	NA	0
Benton	1,313	109	8.3%	137
Chelan	1,193	84	7.0%	100
Columbia	255	4	1.6%	6
Douglas	947	73	7.7%	85
Ferry	207	3	1.4%	3
Franklin	943	57	6.0%	69
Garfield	198	5	2.5%	5
Grant	1,801	128	7.1%	152
Kittitas	931	7	0.8%	7
Klickitat	702	27	3.8%	27
Lincoln	747	8	1.1%	8
Okanogan	1,486	98	6.6%	120
Pend Oreille	263	0	NA	0
Spokane	2,285	54	2.4%	59
Stevens	1,269	24	1.9%	25
Walla Walla	890	10	1.1%	11
Whitman	1,087	12	1.1%	12
Yakima	3,730	467	12.5%	576
Total Eastern Washington	21,144	1,213	5.7%	1,449
Washington State	35,939	1,551	4.3%	1,821

Source: USDA, "2002 Census of Agriculture" -- Washington Tables 8 and 50.

Implicit Savings

Alvarez Farm does enjoy some cost savings, however: First and foremost, as was mentioned above, the fact that eleven members of the family work on the Farm helps keep the costs associated with hiring workers – the Farm’s most significant expenditure – lower than it would be otherwise.

Don Hilario’s entire family also consumes the fruits and vegetables produced on the farm rather than having to buy them at a supermarket. According to the USDA’s Economic Research Service, average per capita expenditure on fruits and vegetables in the US ranges from \$3.59 to \$5.02 per week¹². Based on the higher figure – since the Alvarez family probably consumes more fruits and vegetables than the average family in the US -- the extended Alvarez family saves approximately \$2,871 per year on food expenses. However, given the quality of the produce in this case, the savings would actually be higher.

Don Hilario does not spend money on pesticides, herbicides or other chemicals, which represent a considerable savings. Moreover, since Mabton and Sunnyside have a number of dairy farms, he is able to obtain manure for free, which also helps reduce his costs.



Don Hilario describes his organic methods.

Plans for Advertising

Although until now Don Hilario has spent almost nothing on advertising of any kind – the best advertising, he says, occurs when people walk in front of his stands and see his produce set out before their eyes. However, he and his son Eduardo have begun to make plans in this area. They are thinking about setting up a web site, and of creating some additional value added products, such as canned chiles and salsas, and organizing an annual festival.

WSU’s Small Farms Program has also helped Don Hilario become aware of organizations like the Farmer-Chef Connection¹³, which holds conferences and has a directory aimed at helping chefs and restaurants in Washington state connect with local growers.

Benefits of Farming

When asked what the intangible benefits of farming have been for him, Don Hilario said that he is happy and grateful that he and his family have been able to work together on the land, and together they’ve been able to ensure the health, education and future well-being of his children and his grandchildren. He said that he knows several families that see each other for only a few minutes each day, since the adults work long hours away from home. He also mentioned that it gives him great pleasure to be able to provide his customers with fresh, delicious vegetables that are organically grown, with no chemicals that can harm their health.



Boxes of Don Hilario’s organic green beans.

Resources on sustainable and organic farming

The National Sustainable Agriculture Information Service (<http://www.attra.org/>) is an excellent resource for those wishing to learn more about sustainable and organic farming. Abundant information and downloadable publications are available at their web site, in both English (<http://www.attra.org/>) and Spanish (<http://www.attra.org/espanol/index.html>). It is also possible to send questions to a Sustainable Agriculture expert.

For more information, workshops, courses and apprenticeships, contact Washington State University's Small Farms Program (<http://smallfarms.wsu.edu/about/smallFarmsProgram.html>).

Dr. Malaquías Flores (mflores@wsu.edu; tel: 509.952.3346), their Latino Farm Coordinator can offer assistance and advice to current or prospective Latino farmers.

Also, check out Extensión en Español (<http://extensionenespanol.net/>) for additional resources in Spanish.

End Notes

- ¹ Lee, Megan (2005), "Meeting the producer on the good earth of Alvarez Farm," in *Pike Place Market News*, August 2005, p. 12, <http://pikeplacemerchantsassociation.com/News/August/0805p12.pdf>.
- ² Bell, Gary, Jason P Kunz, , Susan Cierebiej-Kanzler, Mike Barber, and Paul Sekulich (2002), "Sunnyside Wildlife Area Fish Retrofit Habitat Program," Washington Department of Fish and Wildlife, 2002.
- ³ Climate Summary, Sunnyside, WA, retrieved October 1, 2005 from <http://www.wrcc.dri.edu/cgi-bin/cliRECTM.pl?wasunn>.
- ⁴ Labor Market and Economic Analysis Branch, Washington State Employment Security, (2002) "Yakima County Profile," p. 3 , retrieved October 15, 2005 from http://www.workforceexplorer.com/admin/uploadedPublications/451_yakima.pdf
- ⁵ Traditional Mexican farming is characterized by the planting and rotating of a diversity of crops. "The loss of biological diversity of crops...is recognized as a cost of agricultural modernization." See Brush, Stephen B, and Eric Van Dusen, (2003), "Crop Diversity in Peasant and Industrialized Agriculture: Mexico and California," in *Society and Natural Resources*, 16:123-141, 2003, Taylor and Francis Group.
- ⁶ Lewis, Mike, (2002), "Field hands find they can now own the land," in *Seattle Post-Intelligencer*, May 14th, 2002.
- ⁷ McEvoy, Miles (2001), "Organic Regulations for Washington and the United States," Washington State Department of Agriculture, Organic Food Program, Proceedings, Washington Tree Fruit Postharvest Conference, *March 13th & 14th, 2001, Wenatchee, WA*.
- ⁸ WinklerPrins, op. cit.
- ⁹ See also, Bronner, Michael (1997), "Mexican Farmer Restores Arid Land, Shares Methods with Campesinos," in *Christian Science Monitor*, 6/12/97, Vol. 89 Issue 138.
- ¹⁰ See <http://www.irs.gov/newsroom/article/0,,id=131232,00.html>
- ¹¹ See "Historical gas price chart" at: http://www.washingtongasprices.com/retail_price_chart.aspx
- ¹² USDA, Economic Research Service (2004), <http://www.ers.usda.gov/AmberWaves/June04/Findings/LowIncome.htm>
- ¹³ For more information about the Farmer-Chef Connection and the Fisherman-Chef Connection, visit <http://www.farmerchefconnection.org/getListed.cfm>
- ¹⁴ Hernandez, Marjorie, and Hoffman, Lisa (2005), "Hispanic farms in the US on rise, agency says," Retrieved October 8, 2005 from msnbc.com.
- ¹⁵ USDA, National Agricultural Statistics Service, 2002 Census of Agriculture, USDA, Table 8: Land: 2002 and 1997.
- ¹⁶ Ibid, Table 2: Spanish, Hispanic or Latino Origin Operators, 2002.
- ¹⁷ Flores, Malaquías M., Interview on Radio KDNA's "Aquí y Allá" program, sponsored by WSU Extension and aired Friday, February 18, 2005, from 5:00 - 6:00 pm. Radio KDNA (101.5 FM), transmitted from Granger, WA.
- ¹⁸ Mullinix, Kent, Garcia, Leonardo, et al (2003), "Latino Views of Agriculture, Careers and Education: Dispelling the Myths," *NACTA Journal*, December 2003. Ibid.
- ¹⁹ Ibid.
- ²⁰ WinklerPrins, Antoinette M.G.A., Barrera-Bassols, Narciso (2004) "Latin American ethnopedology: A vision of its past, present, and future," *Agriculture and Human Values*, Summer/Fall 2004; 21, 2-3, p. 139-156.
- ²¹ Van Epen, Karen (2004), "Number of Latino farmers on the rise across the US," *ATTRA News*, Volume 12, number 4, July-August, 2004.

Northwest Direct is a four-year research project involving the five partners listed below. Our goal is to increase profitability of small farms in the Pacific Northwest through research and extension. We have documented locally based food systems, developed case studies of direct marketing farmers, fostered expansion of farmers markets, and addressed regulatory and infrastructure barriers to direct sales. Northwest Direct is coordinated by Washington State University's Small Farms Program. More information is available at www.nwdirect.wsu.edu.



This project was supported by Initiative for Future Agriculture and Food Systems Grant no. 2000-52101-9692 from the USDA Cooperative State Research, Education, and Extension Service.

Acknowledgements

Our gratitude goes to the following people, whose contributions were integral to the success of the project:

On-Farm Interview Assistants:

Linda Brewer, Oregon State University
Richard Carkner, Washington State University

Case Study Transcribers:

Karen Faunce
Maia Lassen-Purser
Eileen McGovern
John Potter
Ariel Spaeth Agenbroad

Case Study Reviewers:

Hilario Alvarez	David Hedlin
Sam Asai	Herb Hinman
Judy Bennett	Larry Lev
Wade Bennett	Robert Plamondon
Karen Black	Thom Sadoski
Linda Brewer	Thomas Schotzko
Janie Burns	Henning Sehmsdorf
Serena Campbell	Aaron Silverman
Jim Fields	Elizabeth Simpson
Diane Green	Lori Steele
Mike Heath	Garry Stephenson
Maria Heath	Stan Urmann

Case Study Layout Designer:

Ariel Spaeth Agenbroad

Washington State University Extension, Washington State Department of Agriculture, Oregon State University Extension and University of Idaho Extension programs and policies are consistent with federal and state laws and regulations on nondiscrimination regarding race, sex, religion, age, color, creed, national or ethnic origin, disability; and status as a veteran.

The Northwest Direct Farmer Case Study Series:

Idaho:

Measuring Success on the Urban Fringe:
Meadowlark Farm #01

Profitability through Diversification:
Greentree Naturals Farm #02

Growing Profits at Home:
Riley Creek Blueberry Farm #03

Mid-Size Producer, Capturing Local Value: M&M Heath
Farms #04:

Oregon:

Marketing Quality on Creative Growers Farm #05

Life in the Slow Lane:
Raising Pastured Poultry on Norton Creek Farm #06

Ideal-Driven Farming in Oregon's High Desert:
Fields Farm #07

High Expectations: Transitioning to Direct Markets at
Ace High Orchards #08

Washington:

Marketing a Philosophy on S&S Homestead #09

Profitable Niche Marketing on Rockridge Farm #10

Preserving the Magic in Skagit Valley: Diversified
Sustainable Production on Hedlin Farms #11

Alvarez Farm:

Sembrando Semillas para un Futuro Mejor: #12
(Sowing the Seeds for a Better Future: Alvarez Farm)



Rural Roots, Inc.
PO Box 8925
Moscow, ID 83843
208-883-3462

www.ruralroots.org

