

HISTORY OLYMPIA FARMERS MARKET

BY STEPHEN WILCOX, MARKET HISTORIAN

Dedicated to Lu Hall, who inspired me to write this history.

FOREWORD

Today the Olympia Farmers Market is the largest Farmers Market in the State of Washington. It boasts the highest farm revenues of any of the State's Farmers Markets. Most of its farm products are organically grown. It has a democratic management system that has been adopted by many other Farmers Markets across the state and around the country. The community of Olympia is very proud of its Market. A trip to the Market is a part of the quality of life in Olympia and the Market is always a showplace for visitors.

In the pages to follow, I intend to document how the Market became what it is today. Begging the indulgence of the reader, I intend to also offer my perspective on why the Market has achieved this success. To find these answers I will go back to the early days of Olympia, for even in the beginning farmers needed to find consumers and vice versa. As time unfolds this interaction matures. In the late 1940's, the Farmers Market began to decline. By the 1950's it was abandoned, by a population distracted in a rush to embrace the modern. Gone but not forgotten, in the early 1970, the Market was recreated. The institution takes on a new form absorbing the ideas and energies of those attracted to it. The spark between farmer and consumer is rekindled and this interdependence will create today's Farmers Market. Constant through the story is the food and its value. To the farmers it means a life connected to the land and a way to support that lifestyle. To the consumer, it represents health and a meaningful connection to a greater community where farms are respected and supported. The American society has changed. In our past we mostly lived on the farm. Today we are isolated from these agrarian roots. The Farmers Market gives the urban dweller the opportunity to touch these old values.

The story of the Farmers Market is one that I am somewhat qualified to tell. As an immigrant to the Olympia area in the late 1960's, I have no first hand knowledge of the early Farmers Market. Those perspectives I have gained as an avid student of history. My experience is limited to the rebirth of the Farmers Market in the 1970's and its evolution into what it is today. I have been a vendor since 1981 and have held several Board positions throughout this

time. I am the designated Market Historian and have compiled this history from surviving original documents. I hope it is found to be accurate and informative.

IN THE BEGINNING

Any discussion of the origin of the Olympia Farmers Market needs to begin with the history of Olympia. Located on the fertile shores at the southern tip of Puget Sound, Olympia was ideal for settlement. In its position further down the bay and closer to the range of deeper draft oceangoing vessels, Olympia slowly passed its neighbor New Market (now Tumwater) to become the fastest growing town in the territory.

In those days traveling overland to either town was brutal. Coming up from the Cowlitz River landing, the trail across prairie and swamp was a challenge for both horse and rider. Once to the shores of Budd Inlet though, the travel out on the water was much easier.

Early settlement was along the shores of the South Sound and many of the early farms in the region used water transportation to get their goods to Olympia. As the center of commerce, Olympia became the place where farm produce could be exchanged for those products brought in by ocean going Yankee traders. Many small boats were constructed to facilitate this local transportation need. In time these boats were known as the Mosquito Fleet. In the early days, the Olympia waterfront was the place to shop.

Much of the farm produce didn't make it to the general stores. Customers met the small boat fleet at the city dock and bought the food directly. From the very beginning the waterfront was where Chief Seattle and his Samish descendents traded salmon and shellfish with the early settlers. People went down to the waterfront, because it was there that food could be found and purchased. On Saturday or Market day the town was alive with people trading for what they needed.

Fate dealt Olympia some harsh blows. The railroad passing it by and a fire in 1882 took most of the early wooden structures. Despite all this, Olympia was able to hold onto the state capitol and to remain a center of commerce for the South Sound.

By the 1920's the auto became the mosquito fleet that brought farm produce into Olympia. The waterfront dock was replaced by a waterfront Farmers Market. The bond between consumer and grower was kept alive. Started by the local Granges, the Farmers Market gave its farmers direct access to retail consumer sales. Generations of Olympians depended on the Market to provide their families with fresh food.

In the late 1940's the old Market started to fade. Run by the City and managed by Ordinances, the structure had become rigid and unresponsive. The farms were also changing. There were fewer people willing to make the commitment needed to grow produce for the Market. The forerunners of the modern Super Market were attracting customers away from the Market. These stores offered a large selection of non-local produce and processed foods. The

large irrigated agricultural areas of central California and Eastern Washington were starting to grow produce in quantities and varieties that could not be grown locally. The economy of cheap fuel was getting this produce to the consumer at a cost competitive with local farms.

Finally the old Market could not meet the new health regulations. Required refrigeration for meats and dairy needed large investments in equipment that the Market farmers were not able to secure. Located in an area destined to be torn down and replaced by the present day Capitol Lake Park, the Market was forced to close. Being associated with the old way, the Market was not a part of the modern vision for Olympia.

It would take twenty years or more before Olympia would start to understand what it had lost.

REBIRTH

The present Olympia Farmers Market started its rebirth in the early 1970's. It was a time of gas shortages and perceived declining community well being. It spawned from a mix of people both young and old, well off and subsistent. They're common strength was a faith that cooperative efforts could improve their lives. By cooperating together, they tried to provide themselves with wholesome food and in the process they found meaningful human contact.

The early seeds of this soon to flower Market were held in the memory of local senior citizens. These were the ones who remembered the bounty of local produce that once filled the old Olympia Farmers Market of the early 20th century. It was this vision that challenged a younger generation to go back to the land and to grow food for their fellow citizens.

The human energy sources were, in many ways, separate and distinct. One, older and tied to the past, saw that the solution to the problems of the day were to be found in the abandoned farming networks of an earlier age. The other, younger and willing to reject all the modern food delivery systems, were ready to start over with their own principled solution. How these two groups were able to melt into a community is the story of the Olympia Farmers Market. It's the story of an idea that has benefited those who have touched it. Whether a grower or a consumer, the Farmers Market has met a need and the circle of the people it touches has constantly grown.

Founded on democratic principles, the Market is a dynamic flow of human energies. It flexes from the strength of the personalities that pass through it. Over time the organization has evolved a tested structure of written principles that guide it today. Over time these ideas will be molded by future Market participants to meet the challenges of the future.

Besides the people, the main reason the Farmers Market was started was to address problems in the food supply. Back in the early 1970's, the quality of the food supply was in a critical decline. The ongoing process of centralizing crop production into large massive farms required large transportation networks to get this food to the consumer. Fruit needed to be harvested green to survive the long trip to the grocery store. The entire system depended on low

cost fuel and in 1974 the OPEC oil embargo cast serious questions on this policy. The growing of large fields of identical produce lead to large infestations of crop specific pests. This forced farmers to increasingly rely on pesticides and herbicides. The chemical residues retained in the food that went to market were a concern to consumers. In the time before the enactment of laws to regulate DDT and other commonly used chemicals, many consumers came to distrust mass-produced food. Increasingly consumers started seeking safe and wholesome food sources that they could trust.

This concern was being expressed in the growing number of food co-ops that were being started about this time. These stores allowed groups of consumers to pull together and purchase food from sources that sold wholesome foods. These sources included home grown and locally grown produce. The trust between the local growers and local consumers was being reestablished in the network of food co-ops.

In 1971, I was a part of a group of local people who formed the Olympia Food Conspiracy Coop. Inspired by other examples of food coops, namely the Berkeley Food Conspiracy and the Puget Consumers Coop, we created a democratically run, volunteer based cooperative food buying community.

Long on enthusiasm and short on capital, we mainly concentrated on whole grains and food stuffs that did not require refrigeration. Even in the beginning, food distribution tended to closely follow the weekly food trip to Seattle to Puget Consumers Co-op and Cooperating Community Grains. Membership meetings increasingly discussed the key issue of including the cost of the storefront in the cost of food. Many members wanted to pool their buying power and take the resulting economy in low food prices.

As the membership grew, so did a system of neighborhood buying clubs and most of the food was distributed around a one day monthly food breakdown.

Relying on volunteer involvement, the Conspiracy management varied as to whom had the energy to keep it going. Despite all its problems, many local families were benefiting from the Conspiracy and were becoming aware of the value of wholesome foods.

By 1974, elements of the westside buying club and others who wanted the order of a permanent well stocked food store, established what is now the Olympia Food Coop. Some of the Conspiracy buying clubs held on for a while, buying food through the new food co-op. In the end, the Conspiracy members joined the new food coop. Located on Columbia Street in downtown Olympia, the new store offered the convenience of a central location and longer business hours. Though prices were higher, many felt the convenience and selection was worth it.

1974 was also the year of gas lines and awareness that locally produced food was fresher and inherently better for the consumer and the community. Many of the young survivalists who demanded that the Food Conspiracy hold down the cost of food, now set out to expand their own

production of food. Filling their own needs, they soon needed a way of selling their surplus.

The renewed emphasis on local food production was reflected in the increase of community gardens, where unused neighborhood land would be cultivated and divided up into small family garden plots.

In the summer of 1974, Mary Towne, who would become the first President of the Farmers Market, tried to distribute some of her excess garden produce down at the old Olympia Senior Center. Setting up on a card table on the sidewalk, Mary started giving produce away to fellow seniors. Informed that it wasn't legal for her to take money for the produce, Mary instructed those customers who insisted on paying, to take the money inside and make a donation to the Senior Center. The Center staff soon tired of the constant flow of small donations. In response, they went down to City Hall and purchased a peddler's license for Mary. The funds that Mary took in that summer became the seed money that launched the Farmers Market the following spring.

In May of 1975, a meeting was held at The Olympia Community Center to organize a Farmers Market in Olympia. In attendance were Mary Towne, some of her friends from the Senior Center, Homer Hedgepath, county commissioner, myself, Jasper Martin, local organic grower who used to sell to the Conspiracy, and other interested parties including Dan Kapsner and Claudia Sapp, and VISTA volunteers with the local Community Action Program. It was agreed to start a new organization to be known as "The Farmers Market". It was to be incorporated as a private non-profit corporation with a membership open to everyone.

Being familiar with setting up non-profit corporations, I offered to draw up the corporate papers. In the discussions that followed, I proposed amending the Food Conspiracy into the Farmers Market. At the time, the Conspiracy had become an inactive corporation. With the goals of the Farmers Market encompassing the intention of the Conspiracy and since the initial function of the Conspiracy had been transferred to the Olympia Food Coop, the Conspiracy was ready for a change. As the Incorporator of the Conspiracy, I had the authority to authorize the change. It was agreed that such a change would be appropriate.

On May 7, 1975, the newly selected directors of the corporation approved the Articles of Amendment that changed the corporate name to "The Farmers Market" for the purpose "of providing a place for small local growers to sell their fresh produce, at reasonable prices, to residents of this community". Membership was to be inexhaustible and available to the people of the community on an equal basis. The first Board of Directors was to be Mary Towne, President; Homer Hedgepath, Vice President; and Claudia Sepp, Secretary. Mary and Homer remembered the old Olympia Farmers Market, and believed that reestablishing the tie between farmer and consumer would benefit everyone. Claudia offered organizational skills and resources. Lu Hall, who became the registered agent, was involved in Senior programs and was prepared to offer this fledgling organization her steadying hand through its future growth and many challenges. The new organization accepted all the good will of the Conspiracy and absolved itself from any

outstanding liabilities.

Full of hope and new energy, the Farmers Market was launched that spring afternoon to renew the excitement of bringing consumers together with quantities of wholesome locally produced food. For that early Market, the food was more important than the place. The quest for a permanent home would be a long one, but the reality of quality food was a part of the Market from the beginning.

My vision for the Conspiracy was that with community involvement and a free democratic management process, it would become an organization that would survive because it would be a benefit to those involved. With the transition to the Farmers Market it became an idea owned by a much larger number of people. Those of us who were involved back in the beginning can only be proud and amazed at what happened. The Farmers Market is the sum of everyone who has ever bought or sold on its market days, for if you have been you will be back.

In its first year the Market faced immense challenges. The handful of supporters needed to make their intentions known to the community, find a location, and attract farmers and consumers, all this in two months between incorporation and opening day. The fact that they did this is primarily a tribute to the network of support available to the local Senior Programs.

First to respond was the Panorama City Community Gardens, who by that time had been growing enough produce to supply the kitchens at Panorama City. The Panorama residents offered ready customers for the new Farmers Market. A piece of land near Panorama on the corner of Slater Kinney and Pacific was offered by Johnny Lewis, local big band leader and good friend to many of the early organizers. A temporary 6 by 16-foot structure was put upon the site to keep the sun and rain off the participants and the Market was ready for business.

Since the customer flow was sparse, many of the contributing gardeners consigned their produce to the market consignment booth. The Market took a 20% cut for this service. The Market also sold memberships at \$1.00 to everyone, customers and farmers alike. These were the main sources of income for the Market and by the end of the season it had a bank balance of \$190.00.

To put 1975 into perspective, the entire year's sales were less than what today's market does in the first 10 minutes on any Thursday morning. The real heroes of the Farmers Market were those people who supported it in the beginning. For without their persistence, the idea would have died out and there wouldn't be a Farmers Market today.

From the beginning the Market became a friendly gathering place where everyone felt comfortable. Much of this flowed from the personality of the Market President, Mary Towne. Mary's undying faith in the Market made even the impossible seem easy, and her direct friendliness melted the shyness and reserve out of everyone.

With a year under its belt, the Market faced some tough decisions. The Lacey site was hot, dusty, and isolated from the Farmers Market's roots, which were on the waterfront in

downtown Olympia. It was also away from the Senior Center, which could provide more support if the Market was closer.

It was decided to hold the 1976 Market in Capitol Lake Park near to the restrooms and parking lot on the lake. The location was on the site of the old Farmers Market which had been cleared away to make room for the park. Market structures had to be portable, put up and taken down each Market day.

The June 21, 1976 annual meeting was called to order by President Mary Town and all guests were welcomed and asked to join the group. Claudia Sepp reported that Ruth Lee had donated a beautiful handmade quilt to be presented to a lucky member. The quilt was to be used to encourage the sale of memberships. Expenses were approved to fix the Market scales and to purchase printed paper bags. Claudia reported that an application to accept Food Stamps needed to be made. Wendy Stem and Dick Tiede volunteered to create flyers and Dan Kapsner agreed to write public service announcements for the radio. Paul Klotsner and Lu Hall agreed to start work on the mobile sales booth. Opening day was announced to be July 17th, 1976. The following new officers were elected. Lu Hall, President; Dave Hayward and Joan Schuett, co-Vice Presidents; Doris Cellarius, Secretary; and Lee Blankenship, Treasurer. Thus the organization launched its foothold in downtown Olympia and welcomed into its leadership the energy of those who had been attracted to it in its first Market year.

Opening day saw the invitation to attend extended to Mayor Tom Allen; Parks Director, Don Clark; County Extension's Joe Smith; and Shirley Zorro from the State Department of Agriculture's Direct Marketing Section. Enthusiasm was high as organized volunteers gathered produce from local gardens and trucked it into the Market. The Market consignment booth, being the prominent display of produce, was destined to be the Market's largest source of income.

The end of the season saw the members joining together at a Harvest Party meeting to review the year. The suggestion that the Market needed an all-weather structure was first discussed at this gathering. Also offered was expanding Market promotions to encourage shopping in the Downtown area. The bond between the Market and the Downtown community had started to form. The Market would see the promotion of Downtown as a part of its mission in Olympia. Concern was first voiced about the lack of available parking for customers on Market days. Although the Market was next to a large parking lot, much of it was filled up with all-day parkers who worked elsewhere in the city and who didn't come to the Market. Issues of customer parking would follow the Market, as it would continue to outgrow its sites.

A meeting in December revealed discussions concerning the funding of the position of Manager. Various government-funding sources were discussed, but paying a manager would

have to wait for a later Market. Volunteer energy would have to carry the Market and those who did the work would have to find their rewards other than monetary.

Financial records show that the Market's reserves expanded from \$190 at the start of the year to \$456 at the end. Consignment sales grew to \$822, generating income of \$164 with \$68 coming from memberships and \$99 from stall rents.

1977

A new Board of Directors was elected by the membership, with Doris Cellarius, President; Harry and Ina Lyons, co-Vice-Presidents; Anne Ryan, Secretary; and Lee Blankenship, Treasurer. This slate was re-elected in 1978.

Early 1977 found the Farmers Market planning to be open Friday and Saturday. Much excitement was being generated by a suggestion by Eldon Marshall, that an all-weather shelter for the Market could be included in the new Waterfront Park, being considered by The City of Olympia. Space could also be provided for crafters.

Much energy was being expended trying to find funding for the Market manager. All of these efforts were to be unsuccessful.

A meeting in April with Don Clark, City Parks Director revealed his opposition to including the Market in The new Waterfront Park. Using the rationale that the marine gas tax appropriation prohibited including the Market, he successfully killed any further consideration. Mr. Clark also opposed the Market's long term use of Capitol Lake Park and through his autonomous position as Parks Director, was able to make 1977 the Market's last year in the Park. Mr. Clark's rationale was that the public use was too hard on the grass and restroom facilities. A few years later Don Clark was forced to resign or face prosecution for putting fees he collected from city sponsored sports leagues into his own bank account. Don Clark and the way he ran the Parks Department were a legacy of the commissioner form of city government. When Olympia changed to the Council-Manager government, all City departments fell under closer citizen review. This new form of government would eventually find its voice and build a meaningful partnership with the Farmers Market.

A meeting in early 1977 shows the increasing conflict over the Capitol Lake site. The Market's request to use the site was to be considered at an upcoming City Council meeting. A suggestion by Alice Adams is recorded proposing "that the Western Farmers parking lot might be a good place for the Market and bring business to Western Farmers as well." The City approved the Market use for 1977, but the suggestion of discussions with Western Farmers was followed up on and led to a move for the 1978 Market season.

It was in 1977 that documents revealed Lou Johns first joined the ranks of Market farmers. Lou would become a leader and an inspiration to a new generation of young farmers.

1977 ended with the Market generating \$579 in reserves. Consignment sales increased to \$1646, generating income of \$329. This was enhanced by \$118 coming from Membership dues and \$165 from stall rents.

1978

The transition between 1977 and 1978 was particularly demanding on the leadership of the Farmers Market. Doris Cellarius, Market President, smoothly guided the process and passed the burden onto Becky Leibman in early 1979. The Market was well served by both of these women.

A meeting in early 1978 started the first direct-sales farm map for Thurston and Lewis Counties. With considerable work by Bob Baird and Market sponsorship, the map became a reality. This project has continued every year since.

At this same meeting, a Market delegation sent to the City reported that the City would not act to alleviate the parking problem at Capitol Lake and furthermore would not consider in any way linking the Market to City government. This was probably the darkest hour in the City-Market relationship.

Jerry Jewett explained the invitation from Western Farmers to set up the Market in their parking lot. A committee was established to negotiate a lease with Western Farmers.

A letter to Market members on May 9th announced the decision to move to Western Farmers. It set the season as Friday and Saturday with opening day to be May 19th. The early start was to help farmers and plant sellers.

By mid-August, Becky reported a plan to start construction on a 16'x50' Market building. The new construction would be funded in part by the proceeds from the first strawberry festival that netted \$300. This successful fundraising effort was the result of a membership-wide effort that included the donation of berries from Harry and Ina Lyons. Additional funding came from a grant of \$350 from the State Department of Agriculture to cover the cost of the roof. Max Knauss, a local architect, donated architectural services. Paul Klotzner volunteered to oversee the construction of the structure that was put up in an old fashioned barn raising party on April 28th 1979. The total cost was \$748.

1978 ended with the Market again increasing revenues with stall rents approaching consignment sales as its main source of income. The prospect of having its own permanent structure was to bring unexpected changes to a Market that up until then had been a collection of vendors in makeshift temporary stalls.

1979

In March 1979 new officers were elected to guide the organization: Becky Leibman, President; Red Tyler, Vice-President; Nora Jewett, Secretary; and Lee Blankenship, Treasurer.

With the new structure up, stall rental was set at \$1 minimum or 2% of sales, whichever is greater. Space could be reserved on a weekly basis and the Manager was charged to keep track of such things.

1979 saw the first outside funding of the Market Manager through a grant received from the Green Thumb Program of the State Department of Agriculture. Ms. Molly Duncan was hired and accepted her role enthusiastically.

Although it was discussed to turn the consignment booth over to the Retired Senior Volunteer Program (RSVP) or some similar non-profit group, the function fell on the new Manager. The problem became what to do with the produce that didn't sell on Friday. This produce needed to be taken away and returned on Saturday. The produce that didn't sell would need to be disposed of on Sunday. Being the main source of Market revenue in the beginning, consignment sales were taking too much management time. The real money was now to come from farm stall rents, people who worked their produce and took their leftovers home. It slowly became clear that consignment sales tended to undercut farm vendor sales while tying up Market resources. It would still be yet a few years before these realities would be accepted by the membership. More farmers would need to make season long commitments to the Market. These serious vendors needed to replace the part-time gardeners who weren't committed to the time required to staff a regular stall.

1979 also marked the beginning of the process of members defining the organization. Bylaws passed in the spring of 1979 revealed an effort at better defining the initial concept. The statement of purpose became "to establish a viable retail produce outlet, to provide cheap and wholesome produce to the local community; and to reinforce small farming efforts in the area." Except for replacing cheap and wholesome for the words fresh and reasonably priced, the major change in 1979 was to make the Market 'viable'. The building of covered stalls, and keeping stall rents low at 2% were aimed at accomplishing this goal. Objectives included increasing public awareness of self-sufficient living techniques, and encouraging community gardens. In the long range the establishment of a food processing facility was envisioned.

On the practical side, membership remained open to all and was inexhaustible. The Board of Directors was to be a "representation of a cross-section of the community." The officers were to be President, Vice-President, Secretary, Treasurer, and immediate past President. These officers were to make up the Executive Committee, which would approve all members to the standing committees, which were to be Finance, Membership, Operations and Publicity. Bylaws were amenable by a majority of a quorum of the Board of Directors.

Though this document will be changed many times as the Market grows, this early form of the Bylaws reflects a desire to be a fair, mainstream institution committed to actions that improve the quality of life of everyone in the community. It is this clear vision that has over time rewarded the organization with free-flowing community good will.

1980

1980 came in with renewed enthusiasm. Opening day was set as May 16th with a regular Friday and Saturday 10-2 schedule. Added to this, the Market planned a amid-summer Tuesday evening market from 4-7 PM. A bold new idea, this effort suffered from a lack of promotion and was dropped soon after it started. The concept of a mid-week Market day would be tried again in the future, since it helped farmers deal with the produce that ripens early in the week.

Red Tyler, Market Vice-President, put together the raising of another Market structure on May 10th, 1980. The new building added 12 more covered stalls to the 12 put up the year before.

At the spring membership meeting, Sandia Slaby was elected President, replacing Becky Leibman, who filled the role of immediate past president. Lee Blankenship, Nora Jewett and Red Tyler were reelected to the offices of Treasurer, Secretary and Vice-President respectively.

Sandia represented the growing number of young people attracted to the Market who embraced a self-sufficient lifestyle. Sandia helped facilitate the democratic process but never tried to impose a direction on the organization.

Financial records are sketchy from this time, but the new structure cost in excess of \$1100 and the Market was able to pay for it

Molly Duncan remained Market manager as the State Agriculture funding continued. This stabilized the operation of the Market and made it easier for vendors and customers to meet their expectations. Besides managing the Market, Molly was also involved in the State Farmers Market Association, which was in its third year of existence in 1980. The State Farmers Market Association administered an insurance policy that allowed member Farmers Markets to receive reasonable priced liability insurance.

The Market grew as a community center with other community organizations using its market days to distribute information. Records show that the Washington State Extension Service's Master Gardener Program, the local Community Action Council's Community Gardens Program and the growing Olympia Food Coop distributed information through the Farmers Market. The Market again helped sponsor the Thurston Lewis Farm Map that encouraged direct farm sales.

In retrospect 1980 was a transition year for the Farmers Market. Vendors were starting to see that maybe there was a future in it for them. Sales generally outstripped supply especially on Saturdays in the summer. The lack of rules encouraged some of them to purchase products and

resell them. What started with a need for vendors and produce was leading to abuses by some of the same vendors who were attracted to the Market in the beginning to sell their own products. The consumers demanded produce and for the most part, could not differentiate between vendor produced or vendor purchased products. This problem would fester and eventually be effectively resolved by the membership's enactment of a farm inspection program. But back in 1980 this issue remained below the surface. Many were distracted by the apparent success of the Market and preferred avoiding unpleasant topics. Faith in good intentions and good will were hoped to be enough to overcome any unpleasantness.

1981

1981 was greeted with the election of new officers. Charlie Lutz was elected President; Ina Lyons, Vice-President; Cynthia Apple, Secretary; and Lee Blankenship carried on as Treasurer. Board members Chris Roth, Becky Leibman and Doris Cellarius were also elected.

Charlie Lutz reluctantly accepted the challenge of being President of the Market. More interested in retiring to build his own self-sufficient homestead and back to the land lifestyle, Charlie did not intend taking an active role in Market politics. The hidden blessing of this situation was that as the times demanded it, future leadership for the Market spawned within the yet untried membership.

Among the challenges facing the Market was the end of State Agriculture support of the Managers position. The free ride was over and some hard decisions had to be made. The first response was to pay the Manager for Market hours only. Even this expense cut into monies needed to put gutters on the new buildings.

A positive spin was put on the situation by President Lutz when he declared that "we are now an independent organization able to support our own manager instead of demanding subsidization from an outside agency for the salary."

The Board set May 15-16 as opening days to a season of Friday and Saturday with no Tuesday Market. A new farm map was sponsored and a gift of a new roof sign was appreciatively accepted from Richard Apple.

Early in the year Molly Duncan, Market manager, fielded a meeting trying to resolve the stall assignment crunch between crafters and farmers. Crafters had been welcome at the Farmers Market since day one. Why not, in the beginning there was plenty of space. But as the membership grew, space had become limited (especially market provided covered space) and how this space was to be divided up, became a big issue. Without guidelines from the membership, the manager's job of assigning stalls had gotten increasingly difficult. This issue fermented for a number of years before it got resolved. It is interesting though that at this first recorded discussion, limiting craft membership and holding a craft market late in the year after the prime farming season, were both brought up and are today aspects of the membership

imposed solution.

Another concern demanding Market attention was Western Farmers feeling that the success of the Market was adversely affecting their sales by restricting parking for their customers. The Market offered to line the parking lot and to put up signs saving the area in front of Western Farmers for Western Farmers customers. Market customers were encouraged to park in the back lot behind Shakey's Pizza. Despite these efforts, conflict with Western Farmers was inevitable. Again the need for customer parking became critical as the Market started to outgrow another site. Soon the organization will need to move again.

1981 was the year that my wife Laurie and I entered the Market as farm vendors. I had followed the progress of the Market since 1975, but pursued other ambitions. In 1980 we started building our home in Olympia and in the spring of 1981, we started sharecropping 8 acres in the Nisqually valley with an old friend Frank Sayonc, longtime Nisqually resident and owner of Nisqually Valley Produce. Frank had the land and the equipment and we had the labor and the youthful enthusiasm. We split the produce 50-50, we sold our share through the Market and Frank sold his half through his produce company. The scale of our effort made us one of the largest farms in the Market. Frank had also followed the Farmers Market for a number of years and had actually supplied produce to the Food Conspiracy in the old days. More recently he had sold produce to a Market vendor who had regularly resold it at the Market. He encouraged us to do the same, which we did. Well, the zucchini really hit the fan. In an impromptu membership meeting after a Market day, the offended party tried to have us kicked out of the Market. We prevailed by one vote on a motion that allowed us to stay if we would only sell what we grew ourselves, until such a time as the Farmers Market set guidelines on the resale of produce.

The whole mess led to considerable turmoil. Some vendors sold only what they grew and wanted everyone to be held to this standard. Others purchased a few items during the year while they were between crops and wanted to continue this practice. One vendor, who was very popular with the customers, purchased and resold Eastern Washington produce. It was an issue that would require considerable membership deliberation.

On June 27, 1981 the Market lost a true friend and active farmer in the death of Harry Lyons of Medicine Creek Gardens. Harry Lyons was a dedicated farmer, friendly, quiet and giving. He was instrumental in developing and promoting the Farmers Market and had served on the Board of Directors. Later in March 1983, the Market also lost Red Tyler who had shepherded

the building of the second Market structure. Red was probably best known for his music that could add magic to a Market day. These two men start a lengthening list of Market supporters who in life had left the Market better for their contribution and who the Market had in turn given joy in life.

The year ended with Molly Duncan announcing her resignation as Market manager. She had made her contribution. The road ahead of the Market needed the membership's full attention. It could not be fixed by an individual manager, who was charged to do what was needed. The Market was no longer simple. It had become very important to many people. It was time for them to democratically reach agreement on what the Market was to become.

The general membership meeting of November 7, 1981 started to tackle some of these problems. A committee was set up to draw up a policy for stall assignment. The committee consisted of Allison Brewer, Ray Parker, Barb Tony, Ann Ryan, Debbie Dyden, Howard and Leona Troop, George Swartz, and Bob Meyer.

In an effort to define terms used in labeling, the membership agreed that local meant Thurston County. Western Washington was meant as west of the Cascades and Eastern Washington was meant to be east of the Cascades. The definition of local was to be revisited in the future, but for the time being it allowed better definition of the primary group to be served by the Farmers Market.

Bylaw changes that were considered and passed included limiting a member's right to petition the Board of Directors to call a meeting by allowing the Board to call a meeting if it finds the cause necessary. This was designed to protect the Board from frivolous requests.

The membership also required that the Board consist of at least 50% vendors. This was an effort by the regular vendors to assure that active vendors would have a voice in the Market's direction. This trend would later be pushed to its conclusion by restricting the Board to vendors only. An organization started by supportive members slowly becomes an organization of vendor members. Considering the gravity of the problems facing the organization, this pruning to basics assures that the democratic process be played out among unfettered self-interest.

The membership voted to take the power of amending the Bylaws away from the Board of Directors. This was a true sign that the membership had become a force to guide the organization. Requiring a quorum of 20% of the membership to be present, changes needed a majority of those voting and present to amend the Bylaws.

Under the duties of the Treasurer, the membership added that all disbursements shall be by check and be signed by the Treasurer and a second officer designated by the Board. This was passed as a precaution against sloppy money management. Though no wrongdoing was ever charged or even suspected it was felt that tighter control of money flow was to everyone's best interest.

In its consideration of membership, the membership agreed to allow the Board to extend membership to non-local growers on an individual basis. This meant that non-local growers

would have to be approved for membership and could not assume membership to be a right as local growers could do. This was also an effort to address Eastern Washington produce that had become very popular among Market customers. Further efforts were to follow.

Finally, the membership reaffirmed its responsibility and control of the organization when it passed the following amendment: "Members of this organization will be the final authority as it relates to the policy of the Farmers Market, Olympia". This statement will lead to future conflicts with elected Board of Directors who will feel that the membership elected them as their representatives to deal with Market policy and that their policy did not require approval by the membership. For now it is an important statement by the membership who was taking ownership of the corporation and was ready to decide its future direction.

The year ended with a meeting called by Ina Lyons to discuss the possibility of renting an 8000 square foot warehouse at Jefferson Street and Olympia Avenue. Those in attendance considered the rent too high for a building that had serious structural problems. It does, however, start a process of looking for a new Market site. A process that will almost see the Market split in two before it comes together over its new Thurston Street Market site.

1982

1982 saw the election of some new faces on the Board of Directors. Mary Baker was elected President and Chris Ross became Vice-President. Cynthia Barns-Moore continued as Secretary and Lee Blankenship continued as Treasurer. Bob Meyer and Becky Leibman were elected as Board members and Charley Lutz filled the position of Past President. All the new members to the Board: Mary, Chris, and Bob were active farm vendors and represented the new leadership coming forward from the membership.

This Board was to boldly establish rules by which the Market was to govern itself. Its first act was to accept the Stall Assignment committee's recommended policy which allowed those who had sold in established stalls the last two years to be assigned to those stalls or if they chose, to another stall for the entire season. The Market manager would then assign the remaining stalls, with priority given to local growers and then local crafters. Preference for stalls not permanently assigned was to be given to regular vendors and those who required selling from their vehicles. Any stalls not in use would be assigned on a first come first serve basis on the day of sale. If an assigned stall were not occupied by 9:45. AM, without notice to the Manager by the night before, the vendor would lose that space for that day.

The policy was still a minor headache for the Manager, but at least it gave direction to the process. The old timers got their place, establishing a sense of a seniority system which would

become institutionalized in later Markets. The principle that growers took stalls before crafters was important as an early affirmation of the idea that it was a Farmers Market, for farmers and that crafters were there to compliment the main function. The final important aspect of the stall assignment policy was that the assigned stall was a privilege and not a right. If you were late for the start of the Market without giving notice, regardless who you were, your stall was given away to someone else who wanted it and who followed the rules. Cruel as it may have seemed at the time, this rule did wonders making some childish vendors accept responsibility and grow up. The manager's job was not easy and the less they had to babysit vendors the more time they had to actually keep the Market functioning.

In 1982 the Market was blessed to have Ann Ryan accept the job of Manager. Ann stepped up to this challenge after receiving some gentle arm twisting from Lu Hall, who continued her behind the scene shepherding of the fledgling organization. Ann was well suited for the challenge. Promoting herself more than once as the head lettuce, Ann had an honesty and frankness in her manor that, when coupled with good humor, lead to cooperation among the vendors. She gave the Market her best and helped it through a particularly turbulent phase of its maturation.

Early in 1982 the Board put it in policy that the Manager may close down a vendor who violated the policy or Bylaws of the Farmers Market. The member vendor could then make an appeal of this action to the Board of Directors. Up to this time, the Manager had no stick to hold over vendors and there was no process to review violations. Later Boards would expand this process into grievance procedures, but this early action established the authority of the Manager to act and the role of the Board to review. The organization did not intend to resolve conflicts in public, but rather through a process involving the vendor and the membership elected representatives, the Board of Directors.

The Board adopted into policy a motion by Chris Ross that empowered the Market "to exclude non-vendor grown products that compete with products locally grown and available at the Market". This policy directly cut off vendors from buying and bringing in produce that was already being grown and sold by other vendors in the Market. This policy left the profits for growing produce for the vendors who actually did the work of growing it.

The Board proposed a Bylaw change that would make the setting of membership fees and stall rents a Board generated policy and that all specific rates included in the Bylaws be deleted. Furthermore the Board proposed to include in the Bylaws a petition provision whereby 20% of the membership shall require the Board to set a general membership meeting within 20 days.

The General Membership came together April 12, 1982 at Shakey's and approved the above Bylaw changes along with some other minor changes. These included dropping "viable", "cheap" and "wholesome" out of the purpose and replacing it with the original "to sell their produce and products, at reasonable prices, to the community". Not to read too much into this, but the question of viability may have no longer been a concern in the face of apparent success.

Replacing cheap with reasonable prices may reflect a certain retail reality over poverty program zeal, and the dropping of wholesome may just be due to changing times.

Also dropped from the Bylaws were all the sections on objectives, which included community gardens, public awareness of self-sufficient living techniques, and setting up a food processing facility. This Market had real problems to face and was not interested in the intangible bigger picture.

Membership remained open to any individual of the community on an equal basis, but was no longer perpetual. In other words the corporation could revoke membership. The original concept of membership was that once you joined, you were a member for life and your family would carry on the membership after you were gone. Originally, members were considered to be consumers or supporters, the more the better. With this change, members were primarily considered vendors. Membership could be transferred to a family member in ease of death, but the corporation could terminate membership for cause. The change was subtle, but important.

Supportive Members remain a category of membership and their right to vote at Annual Meetings and serve on the Board of Directors remains.

Added to the Bylaws was a provision that Vendors who do not produce 75% of what they sell shall be considered for membership by the Board on an individual basis. This was an effort at getting a handle on the buying and selling activity that had crept in to the Market over time. This meant that the bakeries, meat and fish processors, prepared food vendors and the Eastern Washington fruit vendors all needed to apply for special membership.

Furthermore, this provision implied that all regular vendors could have up to 25% of their sales be from products they didn't grow as long as those products didn't compete with locally grown produce. The 25% rule would eventually give way to strict rules limiting selling to only what you grow. Special membership would be replaced with specific contracts for Eastern Washington fruit sellers and food processors.

The revised Bylaws changed the Annual Meeting to before the season opens at a time and place set by the Board of Directors. The old date of June 21 worked when the Market opened in July but not with an opening day in April. Other minor changes enhanced the role of the Board of Directors to operate the corporation between Annual meetings and eliminated the role of the executive committee.

This extreme rewrite of the Bylaws was undertaken by the Board of Directors and approved by the membership. In the future all additional changes to the Bylaws will have to be approved by the membership and this process will be cause of many hours of group interaction at Annual meetings.

The meeting closed with the membership reviewing the proposed policy changes from the Board. The membership accepted a rent increase to 4% and a \$2 minimum, rejected a proposed membership fee increase from \$5 to \$10, and rejected extending hours to 10-3 from 10-2. The meeting then adjourned into extensive pizza and beer.

The Market then progressed smoothly. A Tuesday Market was tried after Lakefair and extended hours to 5:30PM on Friday was also attempted. The response was less than enthusiastic.

The Market Board supported the creation of the Farmers Wholesale Co-op, which hoped to wholesale local organic produce. A few Market farmers planned to be involved.

The committee to find a new location looked into Port of Olympia land on State Street and a portion of the Harris Company property along Marine Drive on East Bay that was to be a part of a proposed convention center with restaurants and shops. Neither proposal was ever developed.

The end of the year financial report showed the Market clearing \$2742 on \$543 from consignment sales, \$7416 from stall rent and \$410 from membership. It paid Ann Ryan, the manager, \$2576, spent \$1038 on advertisement and could boast vendor sales in the neighborhood of \$185,000. This made a bank balance to start 1983 of approximately \$4,900. An added bonus was that Ann Ryan announced that she would stay on for the 1983 season. All things seemed to be going well for the Market and 1983 promised to be another good year.

1982 was a transitional year for our business. For my wife, Laurie, and I the intense work of farming on top of the long commute to the farm, was taking a toll on our enthusiasm. In August, Frank prevailed on us to purchase a wholesale dealer's license from the Washington State Department of Fisheries. In the past Frank had had a license, however his continual shortage of cash flow, had left him unable to cover the required bond. Having been born in Nisqually, Frank was well known among the Valley tribal fishermen from whom he had purchased fish over the past many years. He offered to show us the business, in exchange for the use of our license to sell fish to his regular customers. He also offered to reveal the secrets in producing the best smoked salmon.

The fishermen would bring their catch down to Frank's produce house in the morning and we would buy the fish. We would set up and clean them, pack them on ice, and then take them with us to the market along with our freshly harvested farm produce. In the beginning we only had a few fish each day. One Saturday in mid-August the fishermen were late in showing up with their fish and we had to get to the Market. Frank offered to purchase the fish and send them up to us in his own truck. We were late when we got to the Market and of course the manager had given away our stall, so we had to set up out in the sunshine on the edge of the Market. Along about 11:30, Frank's truck pulls in and starts unloading what seemed to us to be a mountain of large fresh king salmon. The fishermen had been delayed, because the run had finally come in and they had a lot of fish. The sun was hot and the ice was short. Laurie and I knew we were in big trouble.

Even before we could get ourselves organized, the customers were on us like seagulls on a

herring ball. I started cutting those fish into chunks and Laurie started weighing and taking money. It was 1:30PM when we passed out the last scrap of fish. As we sat down to rest, we realized that maybe we should consider going into the fish business full time. We had helped put fresh fish on many tables that day and had been reasonably rewarded for the effort. That fall when we finally tilled under the row crops and squared up with Frank, we decided to become full time seafood vendors. We continued to help Frank sell fish and he continued to give us advice on how to properly smoke fish. We set up a processing plant next to our home and became the Market's first full time seafood vendor. We were granted special membership since, although we did all the processing, we didn't catch any of the fish we sold.

1983

The February General Membership meeting saw the election of a new Board of Directors. Becky Leibman returned as President; Pat Meyer, Vice-President; Betsey DeWeede, secretary; and Grant Rostan, Treasurer. Bob Meyer and myself Steve Wilcox, were elected as members at large, and Mary Baker served as past President. Six out of seven were vendors. Becky was the only non-vendor.

Lee Blankenship stepped down after 7 years as Treasurer. Lee's stewardship had had a stabilizing effect on the organization. Trustworthy and trusted by all, Lee's advice kept the Market's enthusiasm within its financial means. Cynthia Apple also retired from the Board, but was to continue as advertising director. Cynthia served the Market well during her years of involvement and left behind an understanding of the importance of good advertising.

At the Membership meeting, Pat Moore and Lu Johns, two enthusiastic young local farmers, challenged the Market to better define and enforce its 75% rule and start a farm inspection program. They further asked that Yakima produce not compete when the same produce is available locally. Their final vision was for the Market to take over the high stall function of selling items that were not available locally. Market vendors would then only sell their own produce. This idea would eliminate the Eastern Washington vendors who were selling less than 75% of their own stuff. Though the membership did not take a vote, everyone generally considered these ideas valid, except the vendors of Eastern Washington produce. The lively discussion that followed filled the Royal Fork Restaurant where the meeting was being held. The membership adjourned after deferring action on the proposal to a future meeting. In this way the membership passed on to the newly elected Board of Directors the responsibility to steer the ship through one of the most challenging years ever to be faced by the fledgling Market.

The March Board Meeting welcomed Steve Buxbaum, creator of the Farmers Wholesale Co-op (FWC), who asked the Market to offer a liaison with their Board to coordinate activities.

Bob Meyer's motion passed to appoint a member of the Farmers Market Board to serve as an ex-officio member of the FWC Board.

The Board went on to approve a \$10,000 operating budget which included \$3,000 for advertisement. It approved \$500 to move one of the Market buildings 90 degrees and to construct 10 more stalls. It set April 29 and 30 as the start of another Saturday and Sunday season and kept the times as 10 - 2 though selling was unofficially allowed to begin at 9:30. Reworking an old idea, it set a Tuesday Market 4-8 PM during July and August.

Becky reported she had met with Bill Daley, Joan Barnes-Kelly and Holly Gadbow of the Olympia City Council and they discussed the possibility of the City providing the Market a site on a leased basis. The Board appointed a committee of Bob, Mary, Becky, and myself to draw up a list of Market needs and concerns to be presented to the City of Olympia and also the Port of Olympia. This group met and drew up an interesting document. Besides the usual need for space, parking, restrooms, etc, it listed three major concerns. First, the Market must remain an outlet for local produce and crafts. Second, maintenance costs of the new structure must be such that the Market can afford them. And finally, "the operation of the Market must be directed in a democratic fashion, as is currently done by the Farmers Market Association, where participants have the power and responsibility to determine Market policies".

The core value was maintaining the democratic process and having participants direct the organization. Interestingly enough, this was the point on which the Farmers Market of the early 20th century died, as it became more and more controlled by city ordinance and unresponsive City authority. (See appendix for City ordinances)

Luckily times had changed and the City government had its hands full, and had no pressing interest in running the Market. Also through its evolution over the past eight years, the Market had become comfortable with its democratic process and was quite capable of working out a management approach that fostered principled growth.

By June the Market was humming along with its new layout. Sales were up as vendors did what they knew best; grow, harvest, and sell produce. Jack Schmidt, manager of Cenex (now calling itself Valley Supply) and the Market's landlord, announced that the Market would be able to complete its business year at the Cenex site. The future was another question. Feeling the pressure, the Board was following a number of options. Besides discussions with the City of Olympia, options were being discussed with Yard Birds, South Sound Center, and the City of Tumwater.

By July, the Board agreed unanimously to seriously pursue two options for the 1984 season. Bob Meyer moved and all agreed to authorize the chairperson to negotiate a lease for the Lacey site to run a minimum of 2 days. This was the old Lacey Drive-in Theater location on Sleater-Kinney Road only one half block away from the first Market site in 1975. Becky Leibman moved and all agreed to negotiate a lease with the City of Olympia for a site.

The meeting ended with an agreement to remind George Swartz of his responsibility to

abide by Market policy. Besides the uncertainty over the 1984 site, the Board was about to field a series of battles over enforcement of its 75% rule. The rule in general stated that 25% of the sales of any vendor could be products he does not grow. If he exceeds that, the vendor needed to ask the Board for special membership, which would exempt him from the rule. Special membership had been extended to Ed Silver. For the past three years, Ed had purchased and brought over a lot of Eastern Washington produce, along with some produce he had grown on his Yakima Valley farm. George Swartz, who had been a local honey grower and Market vendor since 1977, wanted to get into what he felt was a lucrative trade. Instead of asking permission, George simply entered the trade and when reminded of the rules, he announced his intention to become a vendor of Eastern Washington produce. Compromise and appeasement was to lessen the crisis for a time, but decisive action in the form of suspension of his membership in September 1983 was finally the outcome of George's combative nature. The core issue was the authority of the Market Board of Directors to grant membership. The organization was to be run by the authority of the Board of Directors and not be the chaos of vendors doing as they pleased without recognizing the authority of the Board.

July started with the anticipation of large crowds and big sales. The difficulty of the Plum street site was graphically revealed in early July when John Drebeck of the Drebeck Company, who had recently taken control of the land behind Shakey's Pizza, had a 3-foot deep trench dug around the property line. This essentially removed the back parking lot and the right of way to 8th Street from market use. The Market was cruelly being used as a pawn in a bigger game by Drebeck to force Shakey's and Cenex to sell out to him so he could develop the properties into an office complex. John eventually got his way and built what is considered by some to be the ugliest office buildings in town. Before the issue was decided, though, the problem of the lost right of way was addressed by those who had used it for years. By Friday morning and the opening of the Market, the trench had been neatly filled in where the usual right of way crossed the property. No one ever admitted to the deed, but moving dirt is not a foreign practice for farmers. Market customers parked among the trenches and a short-term compromise was quickly worked out between Drebeck and the Market. The Market paid \$1 to use the land and accepted liability for that use while holding Drebeck harmless; in return John had the trenches filled in. He had made his point to Shakey's and Cenex, and the defenders of public right-of-ways had made theirs. The threat of lawsuits if the public fell into the trenches made all parties seek a solution. Interestingly, you can still drive across the property through the parking lots of the office buildings.

By August the Board had developed an inspection policy that could be put into place if a vendor put up \$50 (refundable if substantiated) and lodged a complaint about another vendor's 75% rule violation. The accused would have to submit to an inspection appointed by the Board, be willing to comply with the rules and state what his 25% were. Inspections were to be, if possible, before the next Market day. Vendors who refused inspection may lose their

membership. The Board reserved the right to initiate inspections on its own.

The first vendor to feel this policy was Jerry Threlkeld, who as a first time farmer was having trouble getting produce out of his thistle infested fields. After the inspection, the products he was allowed to sell were limited to what he actually had growing at the time of the inspection.

Membership was denied to another vendor named Pierpoint, who quit when he received a request for an inspection. It was obvious that he had been buying and reselling commercial produce and had no farm to inspect.

An August General Membership meeting was informational and dealt primarily with the two new sites for 1984. Each had its champions and its detractors. Timing was critical and some expressed concern that since the Olympia site had not yet been selected, it may not be ready to start the 1984 season. Lu Hall volunteered to head up a fundraising committee because the one thing that was certain, starting two sites was going to cost money.

The October 12 Board meeting agenda was to consider selecting a final site for the Olympia Market. The two potential sites were behind City Hall, on land used by the Fire Department for training, and on leased land on Thurston Street owned by Yard Birds. Before the meeting, the Fire Department had prevailed on City staff to remove the City Hall site from consideration. That left only the Yard Birds site. Discussions with the City had left the impression that the long-term solution was to locate the Market on Columbia Street as a part of the Percival Landing development.

The Market was considering Yard Birds only as a temporary site for a year or two before moving to Percival Landing. It was considering moving its Plum Street buildings to the Yard Bird site.

In a close 4-3 vote, with Pat and Bob Meyer and Grant Rostan siding with the majority, a Mary Baker motion passed to "be only in Lacey for the 1984 season and to continue in negotiation with Olympia for the Percival Landing development".

A motion by Betsy DeWeede passed unanimously to "continue dealing with Olympia and that when the Percival Landing site was ready, we would be there". The vote on Mary's motion was so close that the Board agreed to take the issue to the Membership.

At a fateful General Membership meeting on October 15, 1983 after Saturday Market on Plum Street, the whole issue was presented to the members. Holly Gadbow, and Joan Barns-Kelly from the Olympia City Council were also there and were upset that we had chosen to go to Lacey after the City had offered \$300,000 to develop the Farmers Market in Olympia. Now, this was quite a bombshell, since no one involved in the negotiations with the City had heard that there was money set-aside for the Market specifically. The funding was to involve a number of sources and Percival Landing was the apparent recipient of the funds. The Market had always been considered as an add-on and its inclusion had not been expressed as a certainty.

The Board had made its decisions without having all the facts and now found itself committed to the Lacey development, while not wanting to be unappreciative and unresponsive

to the Olympia opportunities. The situation threatened to tear the organization apart as vendors chose sides.

Looking back, the underlying reasons for this conflict are not necessarily obvious. The Board had spent considerable time trying to implement its inspection policy. Whole Board meetings had been filled up dealing with George Swartz and his expulsion and eventual conditional return.

The City was working through a process that had staff working up options while members of the Council were making commitments that didn't necessarily reach public knowledge.

Also, this was a new City government that was doing business in a new way. The Market's last encounter with a less than supportive City government had made the Market untrusting and more likely to do things for themselves. Bob Meyer's close friendship with the Lacey City Manager, Mark Brown, gave him a sense that the Market could be developed more expediently in Lacey. With his enhanced position on the Board of Directors, with his wife Pat also on the Board (who more than once reminded me that she makes her own decisions), Bob was in a strong position.

And finally maybe it was the conflict with John Drebeck and being forced out of our second Olympia location that soured some toward Olympia and made the untried opportunities of Lacey look like the answer.

By the end of October the die was cast. A motion by Bob Meyer passed 5-2 to set the Lacey season as Wednesday 4-8 and Saturday 10-2. Olympia hours were set as Friday 10-2 and Sunday as noon-4. A verbal commitment made by Bob Meyer to Lacey required that Saturday Market would be in Lacey only.

To get the last out of the Plum Street Market, the Board approved an extended season of Saturday Markets in November and December till Christmas. Two hundred dollars was allotted to advertising. After the last Market day, the old Market stalls were sold to vendors and taken down. Parts of the old structures can still be found as out buildings on a number of Market farms around the county. These structures that held rain and sun off of thousands of appreciative Market customers, now fittingly retire to do the same for some of the vendors that helped make that early Market successful.

November saw the Board working on its lease agreement with Yard Birds and the City of

Olympia. The City needed to repeal its old ordinances that governed the old early 20th century Market and pass new ones. The lease incorporated some Market policy such as the minimum 4% rents. It also imposed new restrictions such as "at least 75% of the Market gross sales are fruits, vegetables, berries, butter, eggs, fish, milk, poultry, meats or any farm produce or edibles raised, caught or produced and sold by any farmer or gardener." The lease stated that the City would construct structures to provide a weather-protected area and that the Market could use these structures without charge so long as it continues operation of a public market. The lease was for five years.

All parties were in agreement by the end of the year and formal lease documents between the City of Olympia and the Farmers Market were signed by President Becky Leibman on January 10, 1984.

September 1983 ended with the following total incomes: \$8874 stall rents, \$2194 from consignment sales, and \$484 in membership dues. Projected 1983 vendor sales were \$257,000.

At the December Board meeting it was agreed in principle to borrow money to build the Lacey Market.

The two Markets coming together for 1984 were very different. The Lacey Market was similar to the Plum Street Market in that it was on privately owned property where the Market had a lease agreement with a private business. The Market owned its structures and was free to conduct its business in any manner it saw fit. In Olympia the Market had contracted to operate a Public Market with the City of Olympia. State law gave the City of Olympia the authority to operate a Public Market. The Public Market was an institution enacted by the legislature during the populous movements of the late 19th century. In many areas the railroads had restricted farmers access to a free market, forcing them to sell to railroad controlled companies that paid the farmers less than fair value for their produce. The Public Market law empowered the Cities to set up Markets where the public could freely trade with local farmers. The Cities were free to define their Public Market to meet local conditions, but the underlying principle was farmer access to retail sales with the general public. The Farmers Market that had existed in Olympia in the early 20th century had been a Public Market run by the City of Olympia. The Market proposed for 1984 in Olympia was to be a Public Market run by the Farmers Market on contract with the City of Olympia. Some of the difficulties faced by the Board in 1984 will reflect the frustration in dealing with these two kinds of Markets.

1984

The 1983 net income of \$4927 resulted in a bank balance on February 23, 1984 of \$6405. The General membership meeting of that date heard that the lease had been signed with Capitol Development Corp. (CDC), owner of the Lacey site, and that Olympia was accepting bids on a \$75,000 budgeted Market facility to be located on the Yard Birds site. The membership then

considered and passed Bylaw changes that set up staggered two-year terms for Board members. The President, Secretary and Treasurer would be elected one year and four members at large

would be elected the next year. The Vice-President would be elected from the members at large by a vote of the whole Board. This system would assure that there would always be experienced persons on the Board.

Other approved Bylaw amendments empowered the Board to hire a manager or such employees as necessary, and made the Manager a non-voting *ex-officio* member of the Board. Another added provision made it the Board's responsibility to carry out the provisions of the Bylaws, membership resolutions, and Board policies.

The most important amendment attached the Market's right to inspect as a condition of membership, spelling out termination of membership as punishment for failure to submit to an inspection. This cleared up the issues involved. If you accept membership, you have given the Market the right to inspect. This was approved by the membership unanimously, and what had been a smoldering constitutional issue of personal freedom and illegal search, quietly became a part of the way the Market conducted its business. The membership had struggled with the issue, but once it had debated it over time, the solution reached a consensus and it was accepted. Today no one challenges the inspection program.

Elections followed with Don Harrow elected President; Pat Moore, Secretary; Grant Rostan, Treasurer. Lu Hall was elected member-at-large along with Mary Baker, Tom Reinhart, and Lou Johns.

As the year unfolded, an axis of Rostan, Moore, Johns and Reinhart tended to direct market policy. Being all local growers, they pursued policies that benefited local growers. They granted a business opportunity to the Farmers wholesale Co-op, to which they all belonged, and firmly advanced the principle of local vendors selling only what they grow. This last issue is their most enduring legacy and marks the end of the 75% policy that had been so very hard to manage. Though at the time, many felt them to be self-righteous and over zealous, their youthful enthusiasm firmly established local farming as the center focus for the Farmers Market.

The new Board took over at the March 7th Board meeting and was greeted with the need to find a new Manager. Ann Ryan, who had expended considerable energy the past two years, was not willing to be the Manager for a third year. Ann had presided over two of the fastest growing years the Market had known and as far as vendor involvement, it was a renaissance time of challenges and creative ideas. The Market owes Ann a big debt for her contributions during her two years as Manager. Ann was to spend 1984 as a self-appointed *ex-official* Manager and was to contribute where she saw fit. She continued to promote the Lacey Market for which she had secured the loan to build the structures. She also did the stall layouts for both markets

"because she knew best what would work for everyone".

The new Board met in March and elected Lou Johns, Vice-President. It raised the stall fee to \$3.00 per day or 5%, and approved a \$15,000 budget. It gave final approval to the loan agreement with Ben Schmidt which was for \$10,000 for 3 years at 14 % interest (such interest rates were common in 1984). Ben had been a Market vendor for years and had the means to help the Market. It selected Marvin Carrol to build the Lacey structures even though he lacked a contractors license and was to cause the State Department of Labor and Industries to shut down the project until L&I taxes were paid on construction employees.

President Don Harrow reported on his meeting with the Olympia City Manager, who had expressed that the City was looking at the Market as a draw to the downtown area.

Don had suggested that the 75% clause in the lease might not be attainable since it did not include on site prepared food and Eastern Washington produce brought in by a non-grower. Bob Murray, the City Manager, said he did not see a problem, but did not want to change the signed lease. Over Lu Hall's objection, who wanted to leave the signed lease alone, Grant, Lou, Pat, and Tom directed Don to set up another meeting with Bob Murray to drop the 75% out of the lease. Lou and Tom wanted to attend the meeting.

The March 19th Board minutes reveal that Harrow and Johns did meet with the City manager and the City Attorney and were informed that state statutes require the City to see that all farm produce be sold by producers at a Public Market. The lease authorizes the Farmers Market to operate a Public Market and this binds the Market to the Public Market status.

Pat Moore was authorized to go back and ask the City Attorney if local crafts could be counted with farm produce since it is local and sold by the producer. The City would reject this idea.

The solution to the problem would be found in the years ahead by grouping processed and prepared foods with farm produce. Eastern Washington produce would be added later, since contract vendors would be buying directly from Eastern Washington farmers. The whole flap was a non-issue. The City didn't really care, but came to suspect that it was a ploy by the 1984 Board to break the contract. In response, the City just demanded that the Market live up to the signed agreement and they prevailed.

The March 19 Board Meeting went on to define a grower as a vendor who raises and sells 100% of their own produce. Any deviation from this rule required application to the manager and a definition of the non-grown item. This made enforcement much easier than the previous policy, which allowed up to 25% non-grown sales before a request for exemption was needed. In a historical sense this was the end of vendor sales of non-produced items and, in my opinion, is the most significant contribution made by the 1984 Board of Directors.

In a controversial move the Board gave the Farmers Wholesale Co-op (FWC) exclusive right to buy and resell Eastern Washington Produce at the Market. The Board would also

advertise for Eastern Washington growers to come over and sell their produce at the Market. This was later discouraged because it competed with FWC.

The Membership meeting of March 29th considered Board proposed policy and voted whether to accept or reject each proposal. There was considerable debate as to the appropriateness of such Membership review, with Lou Johns arguing that the Board had the power to set policy. After making some minor changes, the Membership accepted the new policies. The membership even accepted the new policy authorizing the FWC contract and the elimination of any membership to buy and resell Eastern Washington produce in excess of 25% of total vendor sales. Though looking more like a rubber stamp, the membership's fight to vote on market policy remained in effect.

At a special membership meeting held April 18, the membership came together to debate a series of Membership proposals that reflected issues revolving around actions taken by the Board that had not been approved by the membership. At the heart of the question was did the Board of Directors run the organization or did the Membership? Considerable debate was expended over a membership proposal to require Membership approval of major policy changes that affect the days, hours, and locations of Market operation, the extent of Market indebtedness and the setting of stall rental rates. The issue was narrowly defeated. The prevailing opinion was that it restricted the Board's ability to make decisions in a timely manner. The balance of power between the Membership and the Board was slowly slipping to favor the Board of Directors.

Another proposal that was rejected would have allowed vendors to pool their efforts and allow one vendor to sell another vendor's produce. It was felt that this would be too hard to control and prevent abuse.

Also rejected was the concept that all Board meetings should be open to Market members and be held in a public building in Olympia, Lacey or Tumwater. A majority of the Board now lived in Rochester and they wanted to meet closer to home. This proposal reflected the fear by some of the membership that the Board would start meeting in secret. The need to meet in executive session to consider sensitive issues was used as grounds to reject this proposal.

A proposal that would have assigned stalls on the basis of gross sales of the previous year generated a lively debate but in the end was rejected by the membership. This issue would not go away and eventually would become part of the formula establishing seniority for stall assignment.

The membership rejected a proposal that would have restricted non-local produce only at the time when the same produce was available in an adequate quantity from local producers. This is the reason why today you can't buy Yakima corn before local corn hits the Market. Local growers did not want to have to match prices with mass produced produce.

Also rejected was a proposal that prohibited the Board from granting a protected monopoly to a vendor. The proposal suggested that such exemptions should be granted to at least a minimum of three vendors. This was an effort to block the Board from issuing an exclusive

monopoly to the Farmers Wholesale Co-op for the purchase and sale of Eastern Washington produce. The 1984 Board went ahead and offered FWC a contract giving them exclusive right to sell Eastern Washington produce. Though the power to grant monopolies prevailed, experiences over the years have confirmed that a competitive environment provides better selection and pricing. The granting of monopolies still can be found in the established policy of granting prepared food vendors one item that they can exclusively sell. It is argued that this policy keeps each vendor unique and the mix of distinctly different food vendors is more attractive to customers.

An important proposal accepted by the membership limited voting privileges to only vendor members with one vote per participating business, Voting privileges were taken away from supportive members as the vendor members tightened their control of the organization. This action was precipitated by an effort by George Swartz to purchase supportive memberships for his family and friends who then attempted to vote as a block in a General Membership meeting. The potential for abuse was too much of a threat to the vendor members who all had significant financial investments at risk in the market.

Also accepted by the Membership was a proposed Bylaw change that limited the amending of the Bylaws to only once a year at the Annual meeting to be held the last Tuesday in February. The activity of considering Bylaw changes had extended over two general membership meetings, due primarily to parliamentary procedures that cut off debate at the first membership meeting. The annual membership meeting will always be a defining moment in the evolution of the Market for it allows the membership the opportunity to fine-tune the organization.

After all the exhaustive deliberations, the membership adjourned, leaving the Board to carry on. FWC signed its contract and construction got under way on the Lacey site. The Board hired David Cook to be the Manager and all was ready for the season that was to start May 4th in Lacey and June 8th in Olympia.

The City of Olympia was unhappy that the Market decided not to use its facility on Saturday. As a result, it operated its own Saturday Market which was managed by Gloria Darneille, a City of Olympia Community Development employee. The City adopted all of the Market policies except the one that gave FWC its exclusive monopoly. The City welcomed FWC along with George Swartz and other Eastern Washington produce vendors. Market members were encouraged to participate. This Market was very successful, and many vendors participated in both Olympia and Lacey Markets on Saturday.

At the June 11 Board meeting, a motion passed to rescind the hours and days of Market operation that had already been released to the media. Pat Moore's motion passed to negotiate a release from the 1984 lease agreement with the City of Olympia and to try to obtain an option for the 1985 season. A motion was then offered to set the 1984 season as Lacey Market only: Wednesday, Friday, Saturday and Sunday. Discussion followed and the reality of an already signed lease agreement with Olympia was considered. Finally Grant Rostan's motion to continue

the published Olympia and Lacey days and hours until "we get something definite from the City of Olympia" passed. Another negotiating effort was authorized with Pat Moore, Lou Johns and an attorney to meet with the City of Olympia.

At this point Lu Hall submitted her resignation and left. In a letter sent by Mary Baker to encourage Lu's return, Mary states "I know how frustrating it can be to attempt to make the best decision for this market. Politics play a role of such great magnitude that it seems we have to agonize over even the smallest detail and how it relates to the City of Olympia or CDC (Capitol Development Corporation). At the present time, a majority of this board is committed to the success of the Lacey Market. The reason for this is that we have a substantial investment in that market." She justified the motion to rescind the days and hours for the Olympia Market as doing "what was best for the Market." In a response to a membership survey, which showed slightly more vendor support for 4 days in Lacey than 3 days in Olympia, the prospect of "having the Market open all three days together plus Wednesday in Lacey would have jeopardized the success of our Market". Despite vendor support for the Olympia Market, a majority of the Board felt the solution was to drop the Olympia site in 1984.

The effort to drop the Olympia Market seemed to have come out of the blue. A week before, David Cook was exchanging letters with Ken Black at the City of Olympia amenable working out the details of Market operation. Advertising was already released announcing the days and hours. The City had twice informed the Market that it had to honor the lease agreement. The actions of the Board suggested that they still felt that they could get out of the Olympia lease and put all their attention in the Lacey Market.

The Board finally accepted the reality of the situation when at the July 2nd Board meeting it was announced that the City of Olympia would not renegotiate the contract. The effort to bolt from Olympia had failed. With the Olympia Market back in the program, Lu Hall agreed to return to the Board.

The Board turned its attention to trying to get an inspection program off the ground.. By July, the scattered operation of the Board, trying to do too much with too few resources, started to take its toll on David Cook. The Board was constantly questioning his authority so he was unable to get a management rhythm established. The cash flow was a problem, as the finances drifted and payments were not being made. The complexity of the Market and all the demands being placed on the Manager were beyond his capabilities and available time. He did not agree with the Board as to what was important. David felt that if he could get the membership and stall fees on his computer, he could get a handle on it. The farmers on the Board, on the other hand, had no appreciation of computers and were unwilling to pay David for computer time. The Board did recognize the overwhelming time demands on David and authorized the hiring of an assistant Manager. The hiring of Norm Gallacci as assistant Manager relieved some of the frustration. Norm worked the Wednesday and Saturday Lacey Markets and proved to be a valuable asset

willing to fill in as needed.

As the dog days of August wore into September, vendor interest in Wednesday and Sunday wavered. Lacey was plagued with dust and electrical outlets still needed to be installed. Both sites needed vendors to clean up after themselves and the board contemplated changing hours and rental rates. By the end of September FWC asked and was excused from doing Wednesday in Lacey, claiming that they were losing money due to low sales. Gravel was needed for the Lacey site, but before the Board was willing to spend the money, they wanted a commitment from CDC for the 1985 season.

Harrow, Baker and Cook were appointed to a committee to meet with the CDC. This was done and Norm Halverson of the CDC told the committee that the site was available for 1985 and that they wanted the Market to continue. Don Harrow reported that "CDC won't require a commitment from us as to days and hours, though they would like equal treatment with Olympia". The October 8th Board Meeting agreed to shut down the Wednesday Lacey Market by the end of October. Dave Cook was instructed to get an extension of the CDC lease through December 1985.

In September, David Cook sent a letter to Olympia Mayor Dave Skramstad asking for awnings on the Market building to protect vendors from the elements. This request fell on fertile ground and the money was appropriated by the City Council. New awnings were installed for the start of the 1985 season. In contrast, the Market asked CDC and the Lacey business community for help landscaping and putting gravel on the Market site. No help was forthcoming.

On the 22nd of October 1984, the Board met to consider changes to the Articles of incorporation and the Bylaws. The Board wanted to adjust the organization's documents to improve its chances of receiving a 501c3 tax-exempt classification from the IRS. This tax status would have meant that the organization would pay no taxes on its income and it would qualify to receive grants from tax-exempt organizations.

It had solicited new documents from Gayer Dominick, a local lawyer familiar with corporations and tax-exempt organizations. They invited Ann Ryan, Bob Meyer and myself to comment on the proposed documents. It was generally agreed that the proposed documents would not work. As written, the documents gave all the power to the Board of Directors. This was a situation not sellable to the membership. Changes were proposed to these new documents to better represent the actual organization. As these modifications increased, the need to change from the old documents seemed less pressing. The meeting ended without a clear consensus other than to meet again.

The bylaws as they had evolved over time defined an organization that functioned for the benefit of its members. The tax-exemption rules required an organization to benefit the public good through charity and education. To qualify as tax-exempt, the Market would have to cease functioning for the benefit of its members.

The process to court the favor of the IRS was to continue in the years ahead, only to be

finally rebuffed. This would lead to the formation of the Friends of the Olympia Farmers Market as a properly constituted tax-exempt organization. The Farmers Market would then be free to pursue its own destiny as a member-run organization.

At the November meeting, the Board cut Dave's time back to 10 hours per week at \$5.00 per hour. They gave him the responsibility to negotiate lease extensions, do the books, and review the Bylaws. In mid November David Cook's health declined and he was admitted to the cardiac ward for a triple bypass.

Dave had given his all at a time when a lot was asked of him. Future Boards should be more careful with the Manager, and share the load rather than simply continue to pile it on willing shoulders. David recovered and went on to things he could enjoy and control. The Market job for the most part denied him those rewards.

At that November meeting, the Board decided the Market hours for 1985 were to be Lacey: Wednesday 10-2, Saturday, 10-4; and Olympia, Friday 10-2, Saturday 10-2, and Sunday 12-4.

Lacey wanted equal treatment with Olympia, but the Olympia Friday and Sunday Markets were already established and Olympia's Saturday Market was too choice to give away. The City would let the Market take over its Saturday Market, but if the Market refused, the Market ran the risk that some other organization could form to run the Saturday Market. The loss of potential revenue was considerable. Lacey was left with Wednesday and Saturday. Saturday was big enough to support two Markets, but none of the other days could do that. It was impossible for the Board to offer Lacey as much as Olympia and time would tell if they could sell this to Lacey. The year 1984 came to a close with a net operating income of \$4285 on projected vendor sales of \$338,000. The liability of paying back the loan left the Market about \$9381 in debt, with Bank reserves of \$3730. The Market had paid all the bills due, but for the first time in its existence it was in debt.

More Market History will follow as soon as I get the time to write it. Still ahead is:

- The story of Chuck Allison and his vision of the future Market,
- The internal struggles over campaigning for public support to build a permanent home for the Market,
- The story how that home was eventually built by welding a partnership between the City of Olympia and the Port of Olympia,
- And finally, the story of the Friends of the Olympia Farmers Market,
- And much more.

Appendix I

1984 was a year of considerable turmoil within the Farmers Market. Any honest review of this time raises some compelling questions. Was there collusion to move the Market to Lacey? Was there an effort to undermine the Olympia Market? Or was it all just an illusion?

From my perspective, it seemed that the issue divided the membership so completely that both sides could not understand why the other side felt like they did. Even friends who had worked together to help the Market grow over the years, ended up letting this conflict undermine their relationship. There would be other times that test the democratic process in the Market, but this was a major struggle. The resolution that eventually came to the membership, strengthened the membership's faith in the process and prepared it for the future challenges that were to follow.

The move to Lacey had its supporters. Looking back the active participants could have been Bob and Pat Meyer, Mary Baker, Grant Rostan and Ann Ryan. These five individuals always seemed to be involved when the Lacey cause was being advanced.

The decision to negotiate with Lacey in late 1983 was pushed by Bob Meyer while he

was on the Board. I was on the Board at the time and I did vote on a unanimous vote to begin negotiations with Lacey. At the time we did not know of the investments planned by the City of Olympia and I was persuaded that the Lacey site would work if we didn't find anything in Olympia. I think I believed that we could move the Plum Street buildings to whatever site turned out to work for 1984. Becky carried out the negotiations reluctantly.

Even after Holly Gadbow revealed that the City intended to invest in the Market, the Lacey lease and loan were still pursued, on the argument that the Olympia site might not be ready for the opening of the 1984 season. On the 1983 Board, the Lacey option had continually been supported by the axis of Pat and Bob Meyer, Mary Baker and Grant Rostan. Becky, Betsey and myself held out to keep the Olympia option alive. Being in a minority, we were unable to stop the Lacey Market. The need to build new buildings in Lacey was passed over my objection. It was justified by a requirement that CDC wanted the structures to look new. Bob moved to borrow the money to build the structures. At the time of this vote, the details of the loan were not known. The vote, which was passed unanimously by the 1983 board, was in principle, accepting the need to borrow money to build the structures. The Lacey majority was not to be denied. Ann Ryan set up the loan with Ben Schmidt and pressured Jean Nye to join her as ~~cosigner. eosigners.~~ Don Harrow was persuaded to sign on the loan, for he was just elected as Market President and felt obliged to support what was presented to him as a good thing. Don later regretted the terms of the loan and the high guaranteed interest rate.

The 1984 Board pursued the Lacey Market as a given order of business. Grant became the construction supervisor and hired a friend to build the structures. Grant and Mary continued on the Board from 1983 to 1984 and held the Lacey majority together with Tom, Pat and Lou, who actually were more interested in promoting local farmers, but who had been convinced that there were real problems with the Olympia lease. Concerns were generated over the City of Olympia allowing others to use the new Market facility and the 75% clause in the lease. The Lacey majority dismissed assurance received by Don Harrow from the Olympia City manager, and a number of efforts to break the Olympia Lease were tried. Don Harrow and Lu Hall were voices of reason on the 1984 Board but could not break through the rigid pre-decided agenda of the majority.

Interestingly, in June of 1984 the Lacey majority heralded the results of a vendor survey that showed that by a 21 to 14 margin vendors would prefer selling 4 days in Lacey to selling 3 days in Olympia. This was considered grounds for action. After setting dates and times for both Lacey and Olympia and releasing this information to the media, on June 11 Mary Baker moved and the majority voted to rescind this advertised schedule. The majority then considered a motion to drop the Olympia Market completely and do all four days at the Lacey site. It was only the realization that they were tied into a lease agreement signed by the 1983 Board that stopped them. Pat motioned to negotiate a release from the Olympia Lease for 1984 and to keep 1985 options open; ~~this~~ passed. An interim provision to keep the schedule as originally offered was

then passed. At this point, Lu Hall couldn't take any more. She announced that she was resigning and left the meeting. The remaining Board members faced a real problem. If they ignored the lease and pulled out of Olympia, Lu and the Olympia supporters would throw in with the City of Olympia and go with a city run Market in Olympia. With the lease broken, these Olympia supporters could get to use the Olympia structure for as many days as they wanted. The Lacey majority would have their Lacey Market, but they would have the debt of the structures and wouldn't have the revenue from the Olympia Market to help pay it off.

When the City of Olympia for the third time refused to change the lease, the die was cast. The Market had to do the two days in Olympia. With the Market honoring the lease and staying in Olympia, Lu felt vindicated and returned to the Board. Even as the Lacey supporters tried to make their market the big event, the new Olympia structure generated good sales and the City-run Saturday Market stole the show. Many vendors did very well there and the revenues were significant.

The Lacey crowd was now in a hard spot. They needed to pick up the Olympia Saturday Market or lose it. With it, there was no way the Lacey Market could be as big as Olympia. The young farmers on the board were actually more interested in local farming issues and selling their produce than saving the Lacey Market. The Majority was losing its focus and money was in short supply. The commitment to Saturday in Olympia eventually pushed CDC to demand all or nothing. In the end, the decision was not a hard one to make. The final decision, however, waited for the 1985 Board.

So even though the majority could have successfully passed a motion to quit Olympia, and to do Lacey 4 days a week, there was no quitting Olympia. More than the lease agreement, it was the customers and the membership that saw that the Market stayed in Olympia. In the end, the Market could have split in half but that never happened. The membership was preserved as one and the Lacey supporters joined with the Olympia faithful and the organization was stronger for the experience. Mary and Bob have been ardent supporters of the Market since 1984 and have stepped up to help the Market unselfishly when they were needed. Grant continues as an active vendor, supporting the efforts of many farmers with his greenhouses. He too is a guiding shepherd of the Market spirit and readily will defend it against its detractors. Ann has drifted away from the Market, though she still supports the people and the institution. Her role in 1984 was one of a facilitator. She was a promoter of the Lacey Market yet in a way she appeared neutral. She did what she felt had to be done. Much of my understanding of what happened back then comes down to me in Board meeting minutes taken by Ann Ryan. She touched many of us back then and is known as a good friend today.