



Fiscal Year 2020 Description of Funded Projects

Number of Grants Awarded: 49
Amount of Funds Awarded: \$13,482,784.05

For more information, please visit the grant program's website: <https://www.ams.usda.gov/fmpp>

NOTE: The below project descriptions were provided by the grant recipients.

Arizona

Recipient: Startup Tucson, Tucson, AZ

Project Type: Capacity Building

Award Amount: \$250,000.00

Match Amount: \$62,576.00

Total Project Amount: \$312,576.00

Bridging the Tucson Tech Gap: Leveling-up Agricultural Producers in our City of Gastronomy through Technology, Training, and Tourism

The project aims to help the region's food producers level-up their technology, marketing, and business skills and to unify and amplify their overall marketing to improve consumer access and knowledge of our unique food heritage. Capacity building will be provided through the intensive Startup Tucson Food Accelerator to help participants develop new revenue streams, products, and services. Access to online webinars, branding assistance, and expert mentoring will increase participants' comfort with eCommerce and customer-facing digital marketing. Collaborator will build modern eCommerce websites to help those unable to create their own. Working with the agritourism and marketing specialists at Visit Tucson, participants and local producers will join a new online retail shop that aggregates these businesses into one location for easy consumer access. This shop will be embedded in Visit Tucson's existing tourism site that attracts 1.1 million annually and paired with a robust regional marketing campaign to instantly expand reach for these producers. Expected outcomes include increased technological and entrepreneurial skills, consumer access, and digital sales for participants, new value-added agricultural products for our region and increased consumer access of local products.

Recipient: White Mountain Apache Tribe, Fort Apache, AZ

Project Type: Community Development, Training, and Technical Assistance

Award Amount: \$500,000.00

Match Amount: \$125,009.00

Total Project Amount: \$625,009.00

Ndee Nest'á' Dayiyáago íta'adé: Celebrating White Mountain Apache Foodways and Culture

The White Mountain Apache Tribe is working to address local health disparities by building the capacity of producers and increasing direct producer-to-consumer local food access while also educating consumers. The project will focus on engaging producers and consumers to revitalize the White Mountain Apache local food system. The Ndee Bikiyaa team will host outreach training sessions to empower producers with the knowledge and skills to advocate for their own products and increase overall sales. The annual Apache Harvest Festival will be a collaborative effort between Ndee Bikiyaa staff, stakeholders, and community producers to promote agritourism in the White Mountain Apache reservation community and provide outreach and engagement with community members. Ndee Bikiyaa Market, a small storefront at the farm, will open to the public for 6 months of the year to attract community members, increase access to Apache grown foods, and provide a platform for developing local food businesses to sell products. Ndee Bikiyaa will establish Apache Farmers' Markets in Whiteriver and Cibecue while supporting the developing community producers to include their products as well.

California

Recipient: Community Alliance with Family Farmers, Davis, CA

Project Type: Capacity Building

Award Amount: \$249,875.00

Match Amount: \$62,505.00

Total Project Amount: \$312,380.00

Farm-to-Market Tech: Empowering Farm Direct Purchasing with Tech-Based Solutions

If California's family farms and our local food infrastructure can't adapt quickly enough to the current crisis as well as to a fast-changing technological marketplace, we may lose them. To avoid further industry consolidation, to sustain any temporary surge in direct-market sales (such as the recent growth of CSAs), and to ensure the success of these small land-based entrepreneurs, CAFF seeks to invest in education, technology, and collaboration to help our local food system survive the current crisis and thrive well into the future. This project will establish The Farm to Market Tech Hub (Tech Hub). Housed at the Community Alliance with Family Farmers (CAFF), the Tech Hub will provide free resources and consulting for California family farms and related local food businesses such as farmers markets and food hubs to help pivot to sales models better suited to the current crisis as well as longer-term consumer purchasing trends. Resources will be shared on our website, social media, webinar, and by our many statewide partners. Farmers and local food business owners will be able to arrange for direct one-on-one consulting. To compete with bigger, corporate food ventures that have invested millions into e-commerce, small businesses may have to collaborate to offer the same level of consumer convenience, diversity of product, speed, and market reach. To avoid duplicative efforts and to leverage that collective advantage, the Hub team will explore collective solutions to make purchasing local food more convenient, accessible, and competitive.

Recipient: Community Health Improvement Partners, San Diego, CA

Project Type: Capacity Building

Award Amount: \$143,680.15

Match Amount: \$36,282.78

Total Project Amount: \$179,962.93

San Diego County Farmer Market Training Program

The San Diego County (SDC) Farmer Market Training Program aims to improve the capacity of at least 84 farmers with 10 acres or less to enter direct-to-consumer markets through developing stronger connections with their local communities and customers and improving their resilience to changes in markets. This project will support and expanded market options for small farmers in San Diego County (SDC) who face growing challenges due to the shifting demands of primary wholesale customers. These small farms are critical to crop diversity and economic resilience in the region but are declining in number each year. This training program will include market plan development for profitable direct-to-consumer markets including farmer's markets, CSAs, online sales, farmer-owned cooperatives, and on-farm stores as well as training on connecting with institutional markets. In addition to the training program, we will develop a targeted marketing campaign on local food purchasing and establish a network of Local Food Advocates to promote local products across the county.

Recipient: Regents of the University of California, Davis, CA

Project Type: Community Development, Training, and Technical Assistance

Award Amount: \$283,644.00

Match Amount: \$71,224.00

Total Project Amount: \$354,868.00

Strengthening California Local Food Networks with Agritourism and Direct Sales

With the emergence of “shelter-in-place” directives, California’s small-scale direct-marketing farms and agritourism operations faced drastic and immediate disruptions to operations causing major losses in revenue and lay-offs for staff. Particularly hard-hit are agritourism operators who had to cancel visitor-serving activities, often reducing staff or not hiring for seasonal employment. Positively, the disruptions in food supply and mobility brought the existence and importance of local farms and ranches to the attention of much of the public. Demand for online food ordering, delivery, and on-farm pickup options increased in many areas, as did sign-ups for community-supported agriculture (CSA), and other delivery programs. Many farm stands saw increased sales. Many U-Pick operations drew increased interest. Although many farmers were able to pivot successfully from lost sales to new marketing channels, many lacked the skills or connections to do so. Increased awareness by the public of local farms and ranches indicates an increased potential for local agritourism and direct sales opportunities, offering needed options for small-scale farm and ranch diversification. This project will offer training to small-scale California farmers and ranchers in establishing new and improved direct-to-consumer sales and agritourism activities, which will support regional agritourism associations in promoting local farms and ranches to local communities, and will form regional direct-sales and agritourism networking groups to strengthen local food systems. We expect increased access to local food and participation in local

agritourism activities by community members and a continued increased of revenue to local farms and ranches from direct sales and agritourism activities.

Recipient: Siskiyou Economic Development Council, Yreka, CA
Project Type: Community Development, Training, and Technical Assistance
Award Amount: \$439,395.00
Match Amount: \$144,000.00
Total Project Amount: \$583,395.00

Setting the Table for Siskiyou's Small Farms

Setting the Table for Siskiyou's Small Farms will support six existing rural farmers markets of Siskiyou County by developing a regional centralized online marketplace to aggregate, market, and sell locally raised and produced food. The Siskiyou Economic Development Council will bring together local producers, farmers market managers, and project partners to expand Siskiyou County's existing farmers markets to an online platform. This project will strengthen the local food system while creating opportunities for agriculture producers and food businesses to increase income. The project will develop the online market, provide technical assistance to producers, and launch a comprehensive marketing campaign to promote the products and site. The project will aggregate the region's farmers markets and local agriculture producers in the online platform, so residents can choose which market they prefer, seamlessly shop online, and conveniently pick up. The project will increase the capacity of at least 30 farmers and ranchers and 30 value-added producers. Setting the Table for Siskiyou's Small Farms will convert infrequent, occasional local sales into a stable local food economy, and bring together producers and consumers in the low-income, low-food access and frontier communities of California's far north. This effort will substantially increase sales and consumption of locally and regionally produced agricultural products by reaching at least 10,000 consumers, including some of Siskiyou's most vulnerable populations.

Colorado

Recipient: GoFarm, Golden, CO
Project Type: Capacity Building
Award Amount: \$249,502.00
Match Amount: \$67,950.00
Total Project Amount: \$317,452.00

Expanding Capacity and Resilience for Long-Term Impact through Community Outreach and the Optimization of Local Food Market Channels

The goal of this project is to expand upon GoFarm's infrastructure to foster resilience and long-term impact. GoFarm's proposed approach integrates expanding and optimizing local food market channels developing deeper relationships within the community and establishing safety and emergency preparedness plans. Expanded and optimized market operations will include: operating a mobile market to serve under-resourced communities experiencing barriers to accessing local food, responding to changing consumer demands by utilizing an online sales platform, and extending consumption of local

food by offering additional seasons of our multi-farm CSA. Throughout this project, GoFarm expects to double the sales of local products, reaching \$450,000 in annual sales by 2023 and benefiting over 50 local producers. Activities include: deepening community relationships, providing education to beginning farmers to help them better market their products, fostering a long-term commitment to purchasing local food through consumer outreach and education, as well as building up the GoFarm internship program to train new professionals in local food system development. GoFarm expects our annual customer count to be over 1,500 households and we will have trained and mentored 16 local food system professionals. Creation of safety and emergency preparedness plans include: working with partners to improve preparedness protocols and systems management that combat threats to the local food system, as documentation and dissemination of protocols and best practices. A strong local food system is multifaceted and complex, and only with all of these elements combined can we build overall resilience and create long-term impact.

Recipient: Regents of the Univ. of CO/Univ. of CO Colorado Springs, Colorado Springs, CO

Project Type: Community Development, Training, and Technical Assistance

Award Amount: \$462,991.00

Match Amount: \$120,052.00

Total Project Amount: \$583,043.00

The Colorado Grain Chain: Expanding Markets for Heritage and Whole Grain Growers and Makers of Value-Added Products

The goal of this project is to expand direct-to-consumer markets for farmers and makers of value-added heritage grain products throughout Colorado and in southern Colorado. On the consumer end of the chain, there is heightened demand for grains as staples (e.g., flour, bread) but consumer acceptability of whole grains, local access, and basic baking/cooking skills remain low. On the producer end, supplies are limited and there is a low level of producer skills and knowledge for entering direct-to-consumer, direct-to-retail, restaurant, and institutional markets. This project will provide technical assistance to CGC members and others in an effort to address these opportunities and challenges. Specifically, the project focuses on marketing and a Colorado -Grown Heritage Grain co-branding strategy that will support and highlight Colorado's heritage grain farmers, millers, maltsters, bakers, brewers, distillers, and chefs. Educational courses, such as Grain School (online/in the field) and technical assistance for growers and makers will provide robust regional and remote training and service opportunities. Finally, an enhanced grain literacy strategy, geared toward consumers of all income levels, delivered directly and through partnerships in food & agriculture, education, and health will ensure access to all Coloradans.

Connecticut

Recipient: GreenWave Organization Corp., New Haven, CT

Project Type: Community Development, Training, and Technical Assistance

Award Amount: \$142,958.00

Match Amount: \$35,739.50

Total Project Amount: \$178,697.50

Strengthening Market Connections for Kelp Farmers in Southern New England

For fishermen and shellfish growers, adding kelp cultivation to their business strategy offers the potential to manage risk through crop and market diversification, extend their growing season, and increase revenue streams. New England has seen a rapid expansion of the number of people interested in and actively growing kelp, with approximately 100 nearshore small-scale kelp farms securing permits in coastal waters from New York to Maine since 2010 and interest from more than 655 people seeking to launch kelp farms or add kelp cultivation to their existing business. To realize the full revenue potential of kelp farming, however, southern New England farmers need to expand sales and diversify sales channels. GreenWave, a 501c3 nonprofit, began addressing this need with a pilot market development program in 2019, providing technical assistance to a small cohort of emerging ocean farmers to develop connections with qualified buyers for the 2020 harvest season. Through this project, GreenWave will expand on this critical pilot by developing resources and providing training and technical assistance for 20-30 kelp farmers and 2-4 value-added product companies and co-packers to expand kelp market opportunities. In addition to fueling growth in southern New England, this project will increase access to and availability of locally and regionally produced kelp products around the United States. Within 5 years, we anticipate 1,250 kelp farmers will access these resources to support their marketing efforts.

District of Columbia

Recipient: Dreaming Out Loud, Inc., Washington, DC

Project Type: Capacity Building

Award Amount: \$249,992.00

Match Amount: \$139,600.00

Total Project Amount: \$389,592.00

Community Solutions Accelerated: A Vertically Integrated CSA, Farmers Market, and Micro-enterprise Model

According to the DC Food Policy Council's "Food System Assessment", released in Spring 2019, overall food security improved in the District between 2012 to 2017, while very low food-security rates did not statistically improve. The rates of chronic disease in Washington, D.C. follow obesity trends with respect to race, socioeconomic status, and geographic location. Residents of very low food security areas, particularly those earning less than \$25,000 per year have rates of hypertension more than double those of residents earning greater than \$75,000 per year. Economic opportunity in low access areas is also lacking with unemployment rates ranging between 11.3% and 14.6%, several times the regional average. Lack of employment and entrepreneurial opportunity compounds food access issues. The purpose of

Dreaming Out Loud's intervention is to address the intersecting problems of low food access and limited economic opportunity. Dreaming Out Loud will implement "Community Solutions Accelerated: A Vertically Integrated CSA, Farmers Market, and Micro-enterprise Model" in order to: Expand the number of CSA/market sites from 5 to 9 via school, community partnerships, and food hub-to-food hub collaborations; Increase the number of local and socially disadvantaged farmers participating in CSA through outreach; Encourage the development of value-added agricultural products through the expansion of the DREAM food entrepreneurship program; and Develop marketing strategies for producers of local food and value-added products.

Florida

Recipient: African People's Education and Defense Fund, Inc., Saint Petersburg, FL

Project Type: Capacity Building

Award Amount: \$243,378.00

Match Amount: \$60,845.00

Total Project Amount: \$304,223.00

One Africa! One Nation! Farmers Market - Food Desert to Oasis: Creating Sustainable Access and Expanding Direct Producer-Consumer Market Opportunities in North St. Louis City

The African People's Education and Defense Fund has designed a project to create sustainable access and expand economic opportunities for farmers/ranchers to sell to consumers through direct producer-to-consumer marketing, agritourism, and online sales. The One Africa! One Nation! Farmers Market in the historically black community of North St. Louis City will create an oasis and a blueprint that addresses the issues of concentrated poverty, food deserts, and grave health disparities found there. The market will build capacity for local job creation and instill a community-based approach to black empowerment and economic development. Our objectives are to 1) Network with Farmers/Ranchers to establish new market opportunities by creating a Farmers Market, an online market, and through sales of agricultural products to our partner organization; 2) Increase Capacity for a Farmers Market by building our market committee, staffing, and purchasing necessary supplies and management tools; 3) Increase access to fresh locally grown produce for low income/low access customers by including utilization of EBT/SNAP and other programs in communities located in areas of concentrated poverty with limited access to supermarkets or locally or regionally grown food; and 4) Establish a baseline of customers and sales of local and regional agricultural products. Our market will have a minimum of eight farmers/ranchers and two value-added agricultural product vendors with estimated sales of \$202,800. We will do outreach to 20,000 residents and have a total market attendance (including online) of 18,434 people during the 3-year project period.

Recipient: Frenchtown Neighborhood Improvement Association, Tallahassee, FL

Project Type: Capacity Building

Award Amount: \$244,682.86

Match Amount: \$63,100.00

Total Project Amount: \$307,782.86

Tallahassee Farmers Market Promotion Program: Building Healthier Communities from the Ground Up

Tallahassee, FL was named the country's most economically segregated city by the Martin Prosperity Institute in 2015. Additionally, Florida's Department of Health has cited Leon County as having the fourth highest food insecurity rate in the state. A significant contributing factor to these disparities is the lack of local food infrastructure to develop agricultural resources into business opportunities that can provide healthy food options at competitive prices. With the help of this grant, FNIA and its partners will facilitate increased participation in the local food system through business support services to enable the growth of local food sources, commercial kitchen access for value-added preparation, marketing to establish brand identity for local food purveyors, farmer/producer education workshops to expand sustainable production, consumer education workshops to grow the demand for local food products, and direct producer-to-consumer sales at weekend markets. The project will open the local food market to 1,000 new consumers, increase local food sales by 20%, create at least 20 new jobs and as many careers, covering the cost of certifications to remove barriers to entry for at least half of these, and build brand new market opportunities in two neighboring counties. We will also confront the issue of food insecurity by serving 200 households through our food rescue program and pop-up markets strategically targeted to serve at-risk communities. We are creating a sustainable model that will strengthen our region's resiliency and stability, especially needed in this time of crisis and uncertainty.

Georgia

Recipient: Athens Land Trust, Athens, GA

Project Type: Capacity Building

Award Amount: \$248,545.00

Match Amount: \$62,210.00

Total Project Amount: \$310,755.00

Growing Together: West Broad Farmers Market Innovations for Farmers, Producers, and Consumers

Athens Land Trust serves disadvantaged and limited resource farmers in northeast Georgia through our Farmer Outreach program. Ongoing needs among these farmers are for increased access to direct-to-consumer markets and support and training in marketing and sales of their products. In Athens-Clarke County, where the overall poverty rate is 36%, Athens Land Trust has operated the West Broad Farmers Market (WBFM) in a low-income, low-access neighborhood since 2012, with the goals of increasing economic opportunity for small farmers and food-based microentrepreneurs and making fresh, local produce and agricultural products more accessible for underserved community members. In March 2020, ALT developed the WBFM digital retail market platform. The goal of the current project is to use this necessary adaptation as a catalyst to develop a comprehensive multi-platform sales, marketing, and

vendor development program: the WBFM Farmer and Food- based Microenterprise Collective. The market opportunities will include a farmers market, online retail platform, online wholesale platform targeting restaurants and institutions, and the option for a multi-farmer CSA. Benefits for collective members include simplified access to affordable markets, Grow Your Business training sessions, and marketing strategies to increase consumer demand. Expected outcomes include increased numbers of successful farmers and food-based small businesses who grow their income through diverse market streams; a larger and more diverse customer base for the WBFM; and an increased awareness of and participation in the market by low-income, underserved residents.

Recipient: Collective Harvest, LLC, Athens, GA

Project Type: Capacity Building

Award Amount: \$249,498.00

Match Amount: \$83,166.00

Total Project Amount: \$332,664.00

The Future of the 21st Century Direct-to-Consumer Cooperative: Continued Market Expansion of the Collective Harvest Farmer Network in the Era of Ecommerce

Collective Harvest is a CSA network composed of direct-to-consumer, sustainable small farms. In 2015, the farms began successfully systematizing complementary crop plans, aggregating products, and distributing to satellite pick-up locations. Previous funding furthered the success of the network allowing it to establish a central Distribution Center, lease a delivery vehicle, and hire additional staff. The farmers' cooperative marketing efforts exceeded sales and producer membership and revenue targets during the first project period. However, the network's continued growth threatens its sustainability: labor and management software costs have significantly increased, as has competition from national companies offering online sales and home delivery of produce. In the past two seasons the distribution of over 800 CSA shares and the creation of an online Farm Stand service necessitated by the pandemic has strained the financial and physical resources of Collective Harvest and its small farmers. Consequently, Collective Harvest proposes a project to continue investing in necessary infrastructure, labor, and further refine their successful business model for small farms. The funding will renew the lease of its centralized DC for aggregation and pickup of CSA and online Farm Stand sales, lease a second delivery vehicle for delivery of discounted produce shares to low-access customers, and develop a custom CSA and online Farm Stand management software platform which will increase the efficiency of all aspects of the business and allow Collective Harvest to operate profitably and competitively in the era of Ecommerce.

Recipient: William S. Davies Homeless Shelter Inc., Rome, GA

Project Type: Capacity Building

Award Amount: \$212,600.00

Match Amount: \$53,150.00

Total Project Amount: \$265,750.00

Davies Farm Bus Project: Breaking Down Barriers to Food Access with a Mobile Farmers Market

The goal of the Davies Farm Bus project is to expand direct-to-consumer marketing opportunities for local agricultural producers through innovative partnerships, cost-effective digital marketing, and value-added production that increase food access for low-income, low-access communities. The project will create new demand and increase food access by 1) developing a comprehensive local promotional campaign and community outreach strategy; 2) effectively staffing and equipping the Davies Farm Bus to implement best practices in food safety and community outreach; 3) developing and implementing a SNAP incentives strategy, volunteer “work share” program, and food pantry co-op to incentivize consumption of locally-grown produce in low-income low-access communities; and 4) developing a new line of value-added products to be sold on the Davies Farm Bus that reduce food waste, increase local market opportunities, and make locally-grown food more convenient for consumers. Breaking down these barriers to food access will create new consumers and new marketing opportunities for local agricultural producers.

Illinois

Recipient: The Land Connection Foundation, Champaign, IL

Project Type: Capacity Building

Award Amount: \$211,495.71

Match Amount: \$53,947.58

Total Project Amount: \$265,443.29

Resiliency Realized: Utilizing E-Commerce, Marketing Strategy, and Innovative Business Models to Help Farmers Face the Future

The Land Connection (TLC) proposes a project to help farmers and ranchers build more resilient farm businesses through the diversification of revenue streams and crafting strong marketing strategies. These efforts will prepare producers to not only tackle the next disruption that upsets our local food economy but reduce risk and increase resiliency for the long-term. TLC’s proposed project addresses the following initiatives: (1) provide decision support and technical assistance to explore and set-up direct e-commerce stores, (2) educate farmers on market analysis and marketing strategy, (3) build new on-farm cottage food and value-added businesses to create new revenue streams for farmers and reduce food waste, (4) and develop entrepreneurship in marginalized communities as we provide instruction and support to individuals launching a cottage food or value-added business and foster connections to local producers. TLC will convene two committees of experts to assist in both of the major project focus areas: E-Commerce and Marketing Strategy and Cottage Food and Value-Added Businesses. These individuals will drive content creation and delivery to educate farmers and ranchers, as well as new food entrepreneurs, with deliverables including an online course, in-person workshops, one-on-one technical

assistance, and educational resources. We anticipate providing 70 farmers and ranchers direct support through the project, with more able to engage with the information far beyond the end of this project.

Indiana

Recipient: Indiana Cooperative Development Center, Inc., Indianapolis, IN
Project Type: Community Development, Training, and Technical Assistance
Award Amount: \$265,448.00
Match Amount: \$66,370.50
Total Project Amount: \$331,818.50

All IN: A holistic, partnership-based plan to grow and strengthen Indiana's Farmers Markets

The Indiana Cooperative Development Center, in collaboration with its partners, will grow and strengthen a key component of Indiana's local food system – farmers markets. There are currently 240 farmers markets in Indiana but there is a lack of centralized regulation and oversight. Many markets struggle to remain operational and to offer services such as acceptance of SNAP and WIC payments. This instability has negative impacts on the markets, farmers, and customers. To overcome the challenges of instability in Indiana farmers markets, this project seeks to: 1) create a community of practice to share resources and best practices; 2) provide training and education to new and existing farmers markets; 3) create an online clearinghouse for information pertinent to farmers markets; 4) provide a forum for communication among farmers markets through collaborative software; and 5) increase access to farmers markets for non-English speakers and low income families by translating materials into Spanish and Burmese. The anticipated outcomes are more informed and better educated market managers, an increased connectivity among market managers (through an online communication platform), and an increase in the number of markets that accept SNAP, WIC and SFMNP.

Kentucky

Recipient: Catholic Charities of Louisville, Louisville, KY
Project Type: Community Development, Training, and Technical Assistance
Award Amount: \$322,875.14
Match Amount: \$80,719.40
Total Project Amount: \$403,594.54

Assisting Farmers to Access and Develop Market Opportunities through Culturally Responsive, Linguistically Appropriate, and Trauma Informed Training

This project is designed to create more equitable market access for multilingual and multicultural farmers in the Louisville, Kentucky region. The project will provide training to incubator farm participants covering direct-to-consumer sales, food safety, and value-added processing that is trauma-informed, linguistically appropriate, and culturally responsive. As a result, farmers will experience increased economic opportunities and build stable, successful farm businesses. This project will impact 60 farmers during the 3-year period. This project will also support 10 farmers markets throughout the Kentuckiana region with coordinated translation and interpretation of market applications, guidelines, trainings, and informational meetings. Additionally, a relationship with a culinary program will serve as a

means to promote local farmers and farm products to a new set of consumers thereby increasing overall purchasing of local food, while providing new sales training opportunities to incubator farmers.

Recipient: Organic Association of Kentucky, Lexington, KY

Project Type: Community Development, Training, and Technical Assistance

Award Amount: \$367,894.10

Match Amount: \$92,865.00

Total Project Amount: \$460,759.10

Kentucky Farm Share Coalition: Expanding Community Supported Agriculture (CSA) Markets for Organic Farmers

The Kentucky Farm Share Coalition: Expanding Community Supported Agriculture (CSA) Markets for Organic Farmers builds upon previous successes and takes a multi-tiered approach to strengthening CSA markets in Kentucky. The project's goals are to provide community outreach, training, and technical assistance to promote and deliver innovative CSA models which will expand direct producer-to-consumer marketing opportunities across Kentucky. CSA models link locally grown food directly with consumers via a weekly vegetable share using a central distribution point. CSA models have been proven to help farmers overcome major logistic, distribution, and cash flow issues that make it difficult to maintain quality, scale, and/or be profitable. The purpose of this project is to 1) increase organic farmers' direct-to-consumer sales of CSA shares through workplace CSA programs; 2) promote the CSA model through a public education campaign; and 3) provide educational training and technical assistance to improve farmer CSA production capacity, product quality, organic practices and marketing. The Organic Association of Kentucky and partners are committed to working together to make this project successful. Partners include: Bluegrass Farm to Table, Barr Farms, Elmwood Stock Farm, Lazy Eight Stock Farm, Rootbound Farm, Sustainable Harvest Farm, UKCSA, University of Kentucky, Kentucky Center for Agriculture and Rural Development, University of Kentucky Health & Wellness, The Food Connection, and Kentucky Department of Agriculture. The project's expected outcomes include increased farm revenue from CSA sales; increased CSA public knowledge and participation; expanded CSA farm production capacity and product quality; and improved CSA farmers' abilities to market their products.

Louisiana

Recipient: Twin Parish Port District (Port of Delcambre), Delcambre, LA

Project Type: Capacity Building

Award Amount: \$231,244.00

Match Amount: \$57,900.00

Total Project Amount: \$289,144.00

Delcambre Seafood and Farmers Market Health and Wellness Initiative Program

The Delcambre Seafood and Farmers Market (DSFM) seeks to promote health awareness in our community. The market has grown in size, popularity, and visibility and we want to leverage that community profile to promote health and wellness in the community and expand the market to meet

growing demand. The DSFM Health and Wellness Initiative will develop marketing strategies for producers of seafood, meats, and produce that focus on health and wellness. High rates of obesity, diabetes, and high blood pressure plague the region and there is an abundance of healthy food that needs to be more accessible to the public. Training and education will be provided to vendors about creating healthier options for their value-added products, the value of nutritional labeling and healthy recipe development. An aggressive marketing campaign will be highlighted by the creation of a podcast and supported by social media and media sharing platforms. The permanent location of the Delcambre Seafood and Farmers Market will allow for more market dates and the development of relationships with other regional farmers markets will lead to increased sales opportunities. Locations for “pop-up” markets will be scouted and promoted by the DSFM. This project will help develop a farmers market network that offers fresh and frozen seafood and healthy food options.

Maine

Recipient: University of Maine System acting through the Univ. of Maine, Orono, ME

Project Type: Community Development, Training, and Technical Assistance

Award Amount: \$499,463.00

Match Amount: \$124,868.00

Total Project Amount: \$624,331.00

Local Catch Network: Technical Assistance and Network Building to Catalyze Direct-to-consumer Seafood Marketing in the United States

The Local Catch Network, based at the University of Maine, is a North American network of seafood harvesters, researchers, and community organizations that support and promote safe and profitable local and regional direct seafood distribution through community supported fisheries and similar models. Funding will be used to: (1) Establish a nation-wide, cohort-based training and technical assistance program to increase direct producer-to-consumer sales, with a focus on operations based in or serving low income and/or low food access areas; (2) Provide tools and services to help fishers and shellfish farmers promote locally and regionally produced seafood; and (3) Strengthen the network of direct-to-consumer seafood operations. The overarching goal of this project is to support healthy and resilient coastal communities and strengthen America’s food system by increasing direct producer-to-consumer seafood sales.

Massachusetts

Recipient: Community Involved in Sustaining Agriculture, South Deerfield, MA

Project Type: Community Development, Training, and Technical Assistance

Award Amount: \$500,000.00

Match Amount: \$125,072.00

Total Project Amount: \$625,072.00

Outreach, Training, and Technical Assistance to Expand Massachusetts' Direct Producer-To-Consumer Markets

Community Involved in Sustaining Agriculture (CISA), the lead agency, will manage this state-wide direct market promotion and technical assistance project through a network of collaborating "Buy Local" agricultural nonprofits: Berkshire Grown (BG), Cape Cod Buy Local Buy Fresh (CCBLBF), Central Mass Grown (CMG), Northeast Harvest (NEH), Southeastern MA Agricultural Partnership (SEMAP), and the Sustainable Business Network of Greater Boston (SBN). Activities include workshops, networking events, and one-on-one meetings for direct market farmers; direct consumer outreach, particularly for low income, low access communities; cross-promotion and collaborative marketing opportunities; support for a statewide network of service providers; and detailed program evaluation. Marketing will support 600 farms and technical assistance will benefit 420 farmers. Increased outreach to consumers will generate a 1.2M consumer impressions. At least 14 low income/access communities will benefit from targeted promotion. The work outlined will result in 350 farmers gaining knowledge and 280 direct-market farmers increasing sales. This targeted support will create a more robust local food system with increased access and availability of locally produced agricultural products.

Michigan

Recipient: Northwest Michigan Community Health Agency dba Health Department of Northwest Michigan, Charlevoix, MI

Project Type: Capacity Building

Award Amount: \$210,060.00

Match Amount: \$56,192.00

Total Project Amount: \$266,252.00

Growing Farmers Markets in Northwest Michigan

Northwest lower Michigan is a beautiful part of the state that is characterized by small towns and rural expanses. Second homes and tourists nearly triple the summertime populations, yet many local residents experience financial hardship that makes attaining healthy, local food out of reach. The climate is suitable for producing a broad variety of fruits and vegetables in addition to maple syrup, honey, protein sources, and eggs. Local farmers markets have been established for over 10 years; however, management of these markets is done by staff who either have additional full-time job responsibilities or serve as a volunteer. This project aims to facilitate the growth of five of these markets through a multi-layered approach that will increase visitors and sales at local markets. The project plans to strengthen the organizational capacity of market managers by supporting training, use of data collection tools and analysis, and developing strategic plans for short- and long-term goals. It will

facilitate market enhancements by providing food demonstrations and tastings, offering market tours to specific community groups, and serving as a touchpoint at the markets. Another important aspect of this project is to increase the use of SNAP benefits by promoting the availability of SNAP and statewide matching program at Farmers Markets. This project will “grow” local markets and increase sales for local farmers.

Missouri

Recipient: Farmer's Community Market of Kansas City, Kansas City, MO

Project Type: Capacity Building

Award Amount: \$171,200.00

Match Amount: \$42,800.00

Total Project Amount: \$214,000.00

Establishing Roots: Capacity Building for Kansas City's Sustainable Farmers' Market

The Brookside Farmers Market is governed by a board of volunteers who have aided in the continual growth and expansion of the market despite only having one part-time employee. This volunteer structure is not sustainable for the future of the market and greatly limits the market's capacity to accept new farmers and plan for the future. After 16 years of operating as an all-year market focused on sustainable growing practices, at separate indoor and outdoor locations, the market is ready to begin strategic planning for a permanent location for our growing roster of farmers and ranchers to establish the market as a consistent food source throughout the winter and summer seasons. This project will stabilize operations by hiring a full-time farmers market manager at a competitive salary to liaison with the community to increase sales and attendance, as well as expand the farmers market customer base by formalizing community partnerships and further investing in direct producer-to-consumer market opportunities. Upon receiving grant funding, a full-time market manager will work to better inform potential farmers market shoppers in the community of the market's locations, times, available products, SNAP programs, and the ways Brookside farmers and ranchers steward our soil, water, and natural resources. Farmers and ranchers will experience an increase in direct sales and more opportunities to share their sustainable growing practices via media promotion and event programming. The funding will help ensure the future of the Brookside Farmers' Market as a staple for organic local food in our area.

Montana

Recipient: National Center for Appropriate Technology, Inc., Butte, MT

Project Type: Community Development, Training, and Technical Assistance

Award Amount: \$455,401.00

Match Amount: \$113,911.00

Total Project Amount: \$569,312.00

Sustaining Farmers Market Success

Sustaining Farmers Market Success will build on the foundation of NCAT's 2016 FMPP project, Building Farmers Market Success, through creating a farmer's market and vendor support program, developing a

farmer's market impact report, and increasing the number of local food access points that accept SNAP. We had success in increasing the viability of farmers markets in Montana and increasing low income local food access, but limited success in preventing market manager turnover and engaging vendors. By developing a Montana specific farmer's market toolkit, piloting a farmer's market cost share program and formalizing peer mentoring, NCAT and its partners will provide Montana markets with tools and opportunities to strengthen their position in an increasingly competitive marketplace. We will actively engage vendors through a targeted vendor support program including regional trainings, a toolkit and technical assistance. We will also work with a representative sample of Montana markets to gather economic and consumer data and develop an impact report to share with community partners and our state leaders. This analysis will establish baseline sales data and address this basic research question: "What would the economy of the community look like if the farmers markets did not exist?" Montana's farmers markets remain one of the only local food access sites for people on limited incomes. We will continue to support markets in improving low-income local food access through technical assistance and outreach activities.

New Jersey

Recipient: County of Camden, Camden, NJ

Project Type: Capacity Building

Award Amount: \$79,395.11

Match Amount: \$21,284.00

Total Project Amount: \$100,679.11

Camden County Farmers Market

The purpose of the project is to enhance its existing sustainability efforts by funding a farmers market to provide healthy, locally grown food to the underserved population of the County. With grant funding, the County will be able to host a regular farmers market at their sustainability campus and a weekly pop-up market in Camden City to target those who have limited access to transportation. Camden County contains areas that are "food deserts," i.e. low-income areas without access to fresh food. 13.1% of the County's residents live below the poverty level, while 12.3% receive SNAP benefits. In addition, 14% of residents have reported experiencing a food insecurity, where they are not sure if they will have access to and/or be able to afford food regularly. The County has been making efforts to combat this, including the construction of a sustainability campus that supports both environmental efforts and food accessibility. However, accessibility continues to be a major issue for many residents. Camden County will specifically target those underserved citizens and provide them with easily accessible and healthy food options, all while creating an abundance of business for local farmers. Expected project outcomes include eradicating the "food desert" by making locally-grown, healthy food easier to access, eliminating the food insecurity felt throughout the community, and creating and expanding market opportunities for local farmers and producers.

New Mexico

Recipient: San Juan College, Farmington, NM

Project Type: Capacity Building

Award Amount: \$182,038.00

Match Amount: \$48,672.00

Total Project Amount: \$230,710.00

Northwest New Mexico Growers' Market Alliance

Northwest New Mexico faces many challenges in regards to agricultural production, marketing, distribution and collaboration due to a myriad of economic and environmental factors. In this community, seven independent markets operate in order to both increase opportunities for farmers and to provide services to areas that have little or no access to fresh fruits and vegetables. This independent system, which relies heavily on farm vendors and volunteers to operate each market, creates operational inefficiencies that are preventing the current and future growth of a viable, dependable, coordinated and efficient farmers/growers' food distribution system for our 100+ farm vendors. The Northwest New Mexico (NWNM) Growers Market Alliance (GMA) will help bring efficiency and organization to the regional markets, providing opportunities for expansion and profitability for producers and improved access for community members. In addition to creating a regional market coordinator, the alliance will offer vendor and market training programs, a community sponsorship program, and a "friends of the market" volunteer program. Project objectives are to 1) improve the coordination, organization and efficiency of the regional farmers markets; 2) increase consumer demand and community support of local agriculture, and 3) increase vendor retention and efficiency through a creation of a vendor-training program. The NWNM GMA currently has support from all seven markets in San Juan County, NM, and partnerships with Four Corners Economic Development, NMSU Cooperative Extension, San Juan College, NWNM Buy Fresh Buy Local and many local food advocates.

New York

Recipient: Buffalo Niagara Medical Campus, Inc., Buffalo, NY

Project Type: Capacity Building

Award Amount: \$215,324.00

Match Amount: \$65,846.00

Total Project Amount: \$281,170.00

Building Capacity for BNMC FreshTakes

This project aims to expand the direct to consumer markets established in 2018 which aimed to build a culture of local food procurement practices at both institutional and consumer levels in the healthcare sector. While positive shifts have been made to infrastructure at the institutional level, gaps remain in sustaining the consumer level changes. The new direct to consumer program FreshTakes was first established by installing 2 locally foods smart fridge machines in healthcare institutions. This currently enables approximately 1,500 employees, 500 patients, and 100 visitors per day to have 24/7 access to ready-prepared meals and snacks as well as value added products that are 100% sourced from 70+ farmers and processors in New York State. While the operator, a local aggregator and processor, has

invested its own funds into the project along with grant funding support, limited capacity in distribution, stocking and marketing prevents further growth. The objectives of the FreshTakes project are to expand distribution capacity through partnering with a local distributor, diversify local product portfolio with 40+ additional farmers, growers, and processors the distributor has access to, and develop a targeted marketing strategy for consumers. If expanded FreshTakes has potential to reach the entire 15,000 employees and 1.5 million annual patients and visitors among 4 hospitals, as well as funnel at least \$50,000 back to New York State growers, processors, and distributors per year.

Recipient: Cornell Cooperative Extension Assoc. of St. Lawrence County, Canton, NY

Project Type: Capacity Building

Award Amount: \$245,152.00

Match Amount: \$68,224.00

Total Project Amount: \$313,376.00

Growing Resilience: Ag and Food Producers Academy

St. Lawrence County has an emerging sector of direct-to-consumer specialty crop and livestock producers. Many of these producers lack business plans, food safety plans, and marketing/consumer awareness strategies that contribute to buyer confidence and increased sales. This project will enhance the viability and resiliency of producers by filling these gaps and building connections with business specialists engaged with underserved populations to identify new markets and remove barriers to existing markets. Cornell Cooperative Extension of St. Lawrence County (Extension) will establish a network of business development providers to assist farmers and food entrepreneurs with business planning, access to capital, product development, food safety, value-added processing and regulatory compliance, market analysis and development, and consumer awareness and engagement. This network will serve new and existing businesses including direct market producers, CSAs, farm stands, market vendors and farmers market managers of St. Lawrence County. Extension's Marketing Specialist will coordinate the network and will partner with GardenShare, a local hunger organization, to develop an Ag and Food Producers Academy to leverage the network's expertise and guide an entrepreneur cohort through a shared learning and development experience. This initiative's goal is to increase the economic viability of direct market producers while increasing underserved populations' access to local foods. Project outcomes include increasing consumption and access to local and regional products; increasing customers and sales of local and regional products; developing new market opportunities; improving food safety; and increasing access to local foods by underserved populations.

Recipient: Council on the Environment, Inc., New York, NY
Project Type: Community Development, Training, and Technical Assistance
Award Amount: \$492,774.45
Match Amount: \$123,845.44
Total Project Amount: \$616,619.89

Expanding Farmers Market Sales Opportunities for Direct Market Farmers through Innovative Marketing Strategies

GrowNYC's Greenmarket program organizes 50 farmers markets at which nearly 250 producers from seven states have access to New York City customers. Business development support for these producers is offered through GrowNYC Farmer Assistance and includes one-on-one, client-tailored technical assistance, as well as education through training and workshops. This project will build off the success of our previous FMPP project to offer a refined set of strategic marketing services to 45 participating producers over three years that increase gross revenues. While the project focuses on proven techniques and strategies to increase farmers' direct sales, including customer behavioral analysis, at-market display optimization, logo and branding development, and point-of-sale optimization, it expands upon that work through software developer Fellow Farmer to include the development of streamlined pre-order, curbside pickup, and delivery options for farmers market customers.

Recipient: Escapemaker, Inc- Kelly Sanders, Brooklyn, NY
Project Type: Capacity Building
Award Amount: \$160,098.00
Match Amount: \$41,010.00
Total Project Amount: \$201,108.00

Fulton Stall Market Online Food Sales, Workshops & Local Agritourism Promotion

The Fulton Stall Market, a unique indoor/outdoor farmers market on the South Street Seaport in NYC, supports over 100 local farmers and producers. Since 2015, the Fulton Stall Market has partnered with the online agritourism website EscapeMaker.com to promote the market as a local food destination while also endorsing travel to local farms, food & beverage trails, and harvest events. This website promotion has made it possible for the market to host large agritourism events that increase market awareness and sales to farmers by enabling thousands of NYC consumers to sample and buy products from far-upstate regions. The indoor farmers market has lost significant sales from the departure of Lower Manhattan office workers. The outdoor farmers market and agritourism events have been canceled until further notice. In addition, the large consumer attendance dependent on robust regional and international tourism has disappeared. To enable the market and continue to deliver income for farmers and producers, funding is requested to re-engineer the market's website to: (1) add product information and video features to enable online sales and promote awareness of agritourism and enable production of how-to video workshops by selected market producers to replace the series of paid in-person workshops that can no longer occur. These e-resources will also be used in social media and e-blasts to increase the market's local customer base and encourage the revival of local agritourism as a healthy, affordable, family travel activity that provides for both nutrition and education.

Recipient: Mid-Hudson Children's Museum, Poughkeepsie, NY

Project Type: Capacity Building

Award Amount: \$160,800.20

Match Amount: \$41,000.05

Total Project Amount: \$201,800.25

Planning the Expansion of the Poughkeepsie Waterfront Market

The Mid-Hudson Children's Museum (MHCM) opened the Poughkeepsie Waterfront Market in 2017 in response to significant food insecurity in the City of Poughkeepsie. In doing so, it created a direct connection between local farms and urban consumers and became the first children's museum in the entire nation to launch a farmers' market as a strategy to advance food access and community health. The Poughkeepsie Waterfront Market exclusively features locally grown and locally sourced food. To ensure affordability for low-income patrons, the Market participates in the Farmers Market Nutrition Program (WIC) and SNAP programs. The Market operates on Monday afternoons in the waterfront pavilion of MHCM, which is centrally located within a residential area of Poughkeepsie marked by high poverty and that has no grocery store. 2020 has highlighted the fragility of Poughkeepsie's already strained food system. School and restaurant closures, coupled with a shutdown of the public transportation system, created a desperate situation for many of the city's residents. In response to a heightened need to connect local families with food, MHCM opened its 2020 farmers market season one month early. Now, with increased urgency, MHCM seeks to expand its seasonal farmers' market into a year-round operation by making physical improvements to the pavilion that will allow it to be enclosed during winter months, and to provide farmers and agricultural businesses with expanded food storage and product preparation capabilities. This one-year, capacity-building grant will fund feasibility and planning activities needed to support the Market's successful shift to a year-round enterprise.

North Carolina

Recipient: Carolina Farm Stewardship Association, Pittsboro, NC

Project Type: Capacity Building

Award Amount: \$325,605.00

Match Amount: \$82,316.00

Total Project Amount: \$407,921.00

Building Resiliency to Changes in Market Conditions

Farmers will receive technical assistance in four program areas including: 1) market access, 2) local produce safety, 3) season extension, and 4) organic production and certification in order to increase their revenue from local, direct-to-consumer sales. Of the 540 program participants who attend a workshop, 150 will receive direct one-on-one technical assistance, 400 will report selling and producing locally produced agriculture products, 135 will gain knowledge about new market opportunities, and 325 will learn about prevention, detection, control, and intervention food safety practices and report an increase in their food safety skills and knowledge. This project will result in 180 participants reporting an increase in revenue, enabling program participants to hire and or maintain at least 400 farm employees. One hundred and twenty-five participants will make significant changes to their operations including

changes to where and how they sell their farm products (30); obtaining GAP certification (30), implementing food safety practices (30), increasing sales from high tunnel production (20), and obtaining organic certification (15). We anticipate that at least 86% of participants will meet the criteria for historically underserved farmers; 10% will be socially disadvantaged, 47% will be new and beginning farmers, 6% will be U.S. Veterans or Active Duty Service Members, and 23% will be limited resource farmers.

Recipient: Feast Down East, Inc., Burgaw, NC

Project Type: Capacity Building

Award Amount: \$249,180.00

Match Amount: \$64,800.00

Total Project Amount: \$313,980.00

The Local Motive Mobile Farmers Market

The Local Motive Mobile Farmers Market is an ongoing food access project operated by Feast Down East (FDE) that sources products from local farmers through the organization's food hub. Since 2012, FDE has distributed affordable, fresh produce to public housing neighborhoods in Wilmington, NC, where access to these items is limited by socioeconomic and geographic barriers. Previous FMPP grant funding enabled the organization to expand services from three Wilmington Housing Authority (WHA) neighborhoods to all 10 locations through the creation of the Local Motive Mobile Farmers Market. While the project is well established in the community and has seen growing sales overall, participation levels vary significantly across WHA locations. In order to ensure maximum performance and the long-term sustainability of the project, continued funding will provide support for piloting several alternative distribution locations that are more likely to result in greater participation and sales. New sites include locations that are frequented by low-income residents not living in WHA communities, rural areas outside of New Hanover County, and places that allow markets to be held in the evenings and on weekends. In addition to alleviating food insecurity, the development of this project will further benefit local producers, given that product is sourced from limited-resource farmers via the FDE Food Hub. Anticipated outcomes include expanded access to healthy, local food by a more diverse consumer base, higher sales and improved project sustainability, and increased income for farm businesses owned by limited-resource farmers.

Recipient: Rural Advancement Foundation International, Pittsboro, NC

Project Type: Community Development, Training, and Technical Assistance

Award Amount: \$410,606.92

Match Amount: \$102,651.73

Total Project Amount: \$513,258.65

Alternative Market Technical Assistance for Direct Marketing Farmers

For farmers who sell directly to buyers, particularly farmers of color, there are barriers to business sustainability, which have been exacerbated by the pandemic. This project addresses those barriers by working with farmers to shift in the marketplace and meet increasing demand; thus, serving both

farmers and buyers. This project builds upon RAFI–USA’s extensive network of direct sale farmers through current and past farm infrastructure award grantees, Farmer of Color Network (FOCN) members, and our direct service projects, including SNAP matching at farmers markets. This project will be run by a FMPP Project Coordinator, a current staff member, in collaboration with existing RAFI–USA direct service staff. The project will 1. Provide individualized technical assistance to direct market farmers and farmers markets on business shift and development including online sales platforms and alternative market solutions, marketing and social media. 2. Increase the capacities of faith leaders in low-access/low-income rural communities and neighboring farmers to partner to increase alternative marketplaces and access to locally grown fresh produce. 3. Coordinate collectives of farmers to create collaborative food distribution models and provide technical assistance to address market to production barriers (i.e. crop succession planning). We will focus on partnerships with farmers of color serving communities of color and/or underserved communities that lack resources. By expanding our direct service capacity on both the supply and demand sides, RAFI-USA will support the development, coordination, and expansion of local and regional producer-to-consumer markets.

Oklahoma

Recipient: Oklahoma State University, Oklahoma City, OK

Project Type: Capacity Building

Award Amount: \$216,354.00

Match Amount: \$54,521.00

Total Project Amount: \$270,875.00

NE OKC Local Flavor Market for Increasing Education & Access to Healthy Foods

Northeast Oklahoma City is known widely for its negative statistics relating to health, food access, and economic outcomes. In 2011, this three-zip code area was defined as a ‘food desert’ by the United States Department of Agriculture. Currently, there are no grocery stores, only a few convenience stores, and no farmers markets in the area. Recent studies confirm the growing need for fresh food access, and the devastating health outcomes experienced by Northeast Oklahoma City residents as a result. Amidst these challenges, there is a growing interest within the community in urban food production. There are several Northeast Oklahoma City urban farms working to establish themselves as viable farm businesses. However, there are limited opportunities available to them for the sale and distribution of their products. These beginning farm businesses need a local market for their products. In addition, these farm businesses are largely operated by historically underserved populations in need of ongoing risk management support. This project addresses the community health outcomes linked to food access issues by assessing the viability of establishing a Northeast Oklahoma City farmers market to link local producers to Northeast Oklahoma City consumers, and by supporting the capacity and resilience of Northeast Oklahoma City beginning farmers by providing risk management education and resources that will help them mitigate the challenges faced by many new and beginning farmers.

Oregon

Recipient: Ecotrust, Portland, OR
Project Type: Capacity Building
Award Amount: \$241,317.81
Match Amount: \$66,820.00
Total Project Amount: \$308,137.81

Growing Food Equity: Farm to Market Success Training Cohorts For Socially Disadvantaged Producers

While there is a strong market for direct sales of specialty crops in Oregon, limited-resource, socioeconomically disadvantaged farmers face unique and persistent barriers to establishing viable agricultural businesses. Due to limited access to professional networks, technical assistance, and market development, these producers need specialized support to access and profit from direct producer-to-consumer channels. To address this need, Ecotrust will provide 30 North Willamette Valley farmers with culturally relevant training, a cohort of peers, right-sized infrastructure, and services that support business growth in order to improve farm profitability and long-term viability. Fifteen workshops and seminars on topics ranging from whole farm business management to food safety will be delivered, and the project will culminate in a promotional campaign to increase awareness of and support for farmers in the cohorts among local consumers. To evaluate the success of this project, Ecotrust will measure the increase in knowledge and sales among cohort members as a result of the program. In addition to Ecotrust, partners on this project include community-based groups, a culturally-relevant farm incubator, a land grant university, and the state department of agriculture, each of which lend specific expertise and capacities to enable the success of the project and ultimately generate increased farm profitability for disadvantaged producers.

Pennsylvania

Recipient: Adams County Farmers Market Association, Inc., Gettysburg, PA
Project Type: Capacity Building
Award Amount: \$93,697.00
Match Amount: \$135,000.00
Total Project Amount: \$228,697.00

Forging a Stronger Market: Capacity-Building to Support Growing Initiatives with the Adams County Farmers Market Association

The proposed project will assist the Adams County Farmers Market Association (ACFMA) in building organizational capacity to accomplish five distinct goals: (1) provide critical oversight of surging food access initiatives; (2) facilitate a seamless relocation of farmers market operations in 2021/22; (3) increase direct-to-consumer marketing by expanding ACFMA's existing e-commerce initiatives into the realm of 'farm-to-chef' sales; (4) develop and implement a series of robust fundraising campaigns; and (5) invest in Board development and strategic planning to ensure long-term sustainability. The overarching directive of this project is to fortify the longevity of ACFMA's various consumer-to-producer initiatives and build an even stronger farmers market that better serves regional growers. Accomplishing

each of the goals will lend itself to ACFMA's overall organizational sustainability and ultimately provide a model that other regional farmers market organizations will benefit from. Successful completion of this project will help meet the food access needs of an estimated 2,000 income-eligible and/or food insecure residents of Adams County, foster the growth of an estimated 45+ regional producers/agribusinesses, and solidify the ACFMA's place as a critical node in the region's local food network for consumers, producers, and institutions.

Puerto Rico

Recipient: Universidad Ana G. Mendez, San Juan, PR

Project Type: Capacity Building

Award Amount: \$227,133.00

Match Amount: \$56,814.00

Total Project Amount: \$283,947.00

Strengthening Agro-Marketing and Agro-tourism in Puerto Rico

According to the Puerto Rico Department of Agriculture, 85 percent of the products consumed on the Island are imported. Only 15 percent of fresh food (vegetables, meat and milk) is produced locally. This situation increases the vulnerability of the Island and its inability to provide food security, increasing in turn, the risk of food shortages during events in which air or sea transportation is affected. This has been the situation after the impacts of hurricanes Irma and Maria and the pandemic of COVID-19. In response to this situation, the Center for Development of Sustainable Studies (CEDES) of the Universidad Ana G. Méndez, Cupey Campus (UAGMC) in Puerto Rico proposes the implementation of a comprehensive educational model (online and on-site) through short courses (professional certification), training, coaching and mentoring activities to strengthen and increase the urban farming and agro- tourism activities across Puerto Rico. The main purpose is to address the need to secure access to food locally. This project expects to: (1) improve direct farmer-to-consumer market opportunities through targeted Urban Farmers' Markets; (2) increase the marketing capacity of urban farmers and agro- tourism activities through the establishment of a professional certification program to provide outreach and marketing training; and (3) increase the access and availability of locally and regionally produced agricultural products by providing expert advice, marketing mentoring, and coaching to urban farmers (new or beginners).

South Dakota

Recipient: Rosebud Economic Development Corporation, Mission, SD

Project Type: Capacity Building

Award Amount: \$244,670.09

Match Amount: \$61,225.35

Total Project Amount: \$305,895.44

We Grow Together: Connecting Native Communities with Tribal Producers

The project will increase the viability of direct-to-consumer markets on the Rosebud Reservation to support local tribal producers by increasing access and demand for locally produced foods by tribal

consumers. The Reservation is a designated food desert. The project will enhance local access to local foods through sustainable strategies, including the expansion of the existing market, creation of a mobile market to target isolated communities, and the establishment of an aggregate CSA. Each of these activities will allow residents to purchase locally grown agriculture products instead of leaving our food desert to travel 30+ miles to access high quality, nutritionally dense foods.

Tennessee

Recipient: Union County Farmers Market, Maynardville, TN

Project Type: Capacity Building

Award Amount: \$142,615.00

Match Amount: \$35,654.00

Total Project Amount: \$178,269.00

Growing the Local Food Movement in Union County Tennessee

Established in 2011, the Union County Tennessee Farmers Market has provided a location and support for local producers to sell direct to consumers. This market provides access to two nearby low-income, low-access tracts. The goals of this project are to: (1) increase market opportunities for new and beginning farmers; (2) promote local agriculture by growing social platform presence of the Farmers' Market and participating vendors; (3) increase acceptance of SNAP-EBT; (4) increase community outreach; and (5) increase vendor sales of locally produced food. Our primary focus is marketing with expansion of ours and our vendors' social platforms, primarily Facebook, which will create a lasting and growing customer base. Our marketing objectives are: (1) enhance our social space for market organizers, customers, vendors, and local communities to engage; (2) use the Facebook Platform of all our vendors as a leveraged marketing platform to publish timely information (e.g., available products or upcoming events) and to reach and retain customers and vendors; and (3) create a leveraged market and vendor web platform to function as a cyber-social hub to connect and engage the local community. The anticipated outcomes for this grant are: (1) attracting new market vendors, primarily young and beginning farmers; (2) providing market vendors the tools they need to increase sales through improved signage, product display, social platform marketing and on-site demonstration entrée and meal preparation; (3) offering training for farmers and educational opportunities for consumers; (4) keeping farmers' market shoppers in the community better informed of the market location, times, and available products; and (5) establishing a community outreach model using cooking demonstrations and meal preparation using local meats, fruits and vegetables.

Texas

Recipient: Texas Center for Local Food, Elgin, TX

Project Type: Community Development, Training, and Technical Assistance

Award Amount: \$428,538.00

Match Amount: \$107,135.00

Total Project Amount: \$535,673.00

Texas Local Food Direct Marketing Network Collaborative: Statewide Peer-to-Peer Training and Technical Assistance

Texas direct market producers and the farmers markets upon which they rely as their primary sales channel are struggling to cope with diminishing profit margins due to depressed prices, low-cost foreign competitors, and the rapidly changing landscape of high-tech food distribution. Direct market producers and farmers markets need sound marketing and customer retention practices. Neither Texas direct market producer organizations nor farmers markets have statewide networks or associations in which to learn and collaborate. No organization has a comprehensive list or means of communication with direct market producers. Producers and markets in rural and disadvantaged communities are often unaware of marketing opportunities, trainings, and resources. The Texas Local Food Direct Marketing Network Collaborative will be Texas' first statewide network with the purpose to meet training and technical assistance needs of direct market producers and farmers markets. Collaborators will purposefully amplify voices of disadvantaged and underserved communities. Network goals are: create a sustainable statewide collaborative providing a single source of consistent, reliable, high-quality, peer-to-peer training and technical assistance and (ii) develop an online training system accessible via any device both asynchronously (on demand) and synchronously (live in real time), with classes available in English and Spanish. Outcomes for producers and farmers markets are to increase customers and sales, develop new market opportunities, and create jobs leading to economic sustainability of Texas' local food systems. Network collaborator organizations will become stronger as their constituents' businesses thrive, and consumers will benefit from a stronger, resilient, local food economy that meets their consumption needs.

Vermont

Recipient: Northeast Organic Farming Association of Vermont, Richmond, VT

Project Type: Community Development, Training, and Technical Assistance

Award Amount: \$498,618.51

Match Amount: \$125,000.00

Total Project Amount: \$623,618.51

Supporting Direct Markets as the Backbone of Vermont's Food System

NOFA-VT believes supporting direct markets is critical to ensuring the viability of farms and a vibrant food system in Vermont. USDA research, coupled with our own observations, indicates the increasing importance of strengthening direct market channels to the sustainability of farms. In addition, research conducted through our 2016 FMPP grant showed that direct relationships are one of the key competitive advantages Vermont producers have in the maturing local food marketplace. As such, we

are committed to continuing our support of direct markets across the state by building upon our foundation of providing a holistic suite of business and marketing services for direct market farmers and farmers markets and raising awareness about direct sales among consumers. We recognize the need for direct marketers to develop critical business and marketing skills to be able to compete in a maturing local food marketplace and capitalize on evolving consumer values. We will provide in-depth technical assistance, trainings, and resources to direct market farms and farmers markets to strengthen their skills. This, coupled with the enhancement of our statewide marketing campaign, will increase the visibility and viability of direct markets statewide. The support NOFA-VT will provide to Vermont's direct markets through this project will meet critical needs now, responding to changes in the market due to COVID-19, and will support them to maintain increased presence and relevance after the crisis ends.

Virgin Islands

Recipient: Foundation for Community Development, Christiansted, VI

Project Type: Community Development, Training, and Technical Assistance

Award Amount: \$414,480.00

Match Amount: \$103,620.00

Total Project Amount: \$518,100.00

The Virgin Islands Virtual Farmers Market and Farmer Technology Support Program

The Virgin Islands Good Food Coalition (VIGFC) was founded in 2012 and is the only community-based organization of its kind in the Virgin Islands (VI) that works to facilitate long-term change in the VI food system by bridging the gap between the VI community, government, private industry, and policy makers. The overall goal of the VIGFC is to build a healthy local food economy that supports farmers and locally owned food businesses and ensures that healthy food is available and accessible to every resident of the VI. The territory is currently in desperate need of strategies that will assist local farmers with increasing their production, establishing necessary business infrastructures, and accessing markets—all with the focus of putting more local produce in the hands of consumers. The Virgin Islands Virtual Farmers Market (VIVFM) and Farmers Technology Support Program (FTSP) will help by creating additional direct-to-consumer market pathways that will increase economic opportunities for local producers living in the VI. The outcomes of the VIVFM are: (1) to increase the capacity of VI farmers to operate successful online business enterprises; (2) to improve farmer knowledge of Food Safety for local produce and products; (3) to develop the VIVFM as a New Market opportunity for VI Farmers and consumers; (4) to increase online sales for locally grown produce and products; (5) to increase the number of VI consumers who have access to and consume locally grown produce; and (6) to increase access to local produce for SNAP/WIC beneficiaries living in the VI.

Virginia

Recipient Arcadia Food, Inc., Alexandria, VA

Project Type: Capacity Building

Award Amount: \$234,891.00

Match Amount: \$61,030.00

Total Project Amount: \$295,921.00

Customer Engagement and Outreach to Underserved Communities

Arcadia Food, Inc. seeks funding to support its mobile market's efforts to build capacity and expand marketing for direct-to-consumer sales. This project will deepen engagement and outreach to low-income customers via Arcadia's 10 mobile market stops and provide customer data from 17 markets across the District of Columbia to identify and better understand low-income customers' purchasing patterns at DC farmers markets. We will recruit for and manage a customer loyalty program; expand direct-to-consumer communications; conduct intentional outreach and engagement with our market communities; and develop additional market opportunities outside of our regular market schedule. This project will increase the knowledge of how to engage with, and serve, low-income farmers market customers. Increased customer engagement will result in an increase of total customers by 50 percent and sales increases of 25 percent at the mobile markets, and more revenue for local farmers and producers. In addition to these increases, this project will lead toward a greater understanding of farmers market customers who utilize food benefit programs; increased market opportunities for local farmers and ranchers; and a more robust local agricultural economy in the greater Washington, DC, region.

Recipient: Loudoun County Government, Leesburg, VA

Project Type: Capacity Building

Award Amount: \$250,000.00

Match Amount: \$92,190.00

Total Project Amount: \$342,190.00

Loudoun County E-Commerce Agricultural Marketplace Assessment

Loudoun County, Virginia, has a robust economy and a growing population. The county has a substantial rural economy and agricultural network that primarily utilizes the county's farmers markets and on-farm sales. However, these avenues are not enough to adequately satisfy the need for direct farm-to-consumer interfaces in the county. Farmers face obstacles related to high demand, limited visibility, logistics, distribution fees, and most recently, COVID-19 when trying to directly reach Loudoun consumers. In April 2020, Loudoun County launched the "Loudoun Made, Loudoun Grown Marketplace" e-commerce pilot program in order to help farmers better reach their consumer base. The platform's launch was accelerated in response to the crisis but is intended as a long-term solution to the lack of farm-to-consumer options in the county. The overall goal of this project is to determine the effectiveness of the "Loudoun Made, Loudoun Grown Marketplace" through an Impact Analysis Study. The study will analyze the current platform and county marketing data, and determine any changes needed in order to increase farmer-to-consumer interactions. A final deliverable will recommend

changes in order to make the platform as effective as possible. The expected outcomes of the project include: (1) increased ability of farmers to meet local demand, (2) increased small-farmer visibility, (3) bolstered logistical transparency, (4) greater farmer profits, and (5) mitigating farmer financial and distribution challenges related to the crisis.

Washington

Recipient: Twin Sisters Market, Deming, WA

Project Type: Capacity Building

Award Amount: \$99,820.00

Match Amount: \$24,955.00

Total Project Amount: \$124,775.00

Twin Sisters Market: Building Capacity to Scale Up

The Twin Sisters Market was established by a group of local farmers with a mission of providing access to local, affordable produce to residents of East Whatcom County, a food desert. The Whatcom County Health Department identified low food access and food insecurity as key issues for this region, and the Foothills Food Summit identified a mobile farmers market as one of six key strategies to improve community access to fresh, healthy food. To address this identified community need, the Twin Sisters Market was established as a non-profit, producer-only farmer's market organization. To launch the mobile market concept, Twin Sisters Market has relied heavily on volunteer labor, donated and borrowed materials, and local fundraising efforts. This has allowed the farmer-members to prove the viability of the market and organizational structure with minimal financial investment. However, in order to scale up and be financially sustainable in the long-term, the market needs to invest in organizational capacity building and marketing to increase customers and sales. Project goals include creating marketing resources to attract new customers, improving the market display and shopping experience to retain customers, hiring a market manager to increase the volume and diversity of products available for purchase, and implementing data collection procedures and tools to track our impact and adjust our business plan as necessary. The expected outcomes will be increased access to locally grown food to members of a food desert, increased sales for the participating farmers, and a more financially sustainable farmer's market organization with long-term viability.

Recipient: Upper Columbia RC&D, Spokane, WA

Project Type: Capacity Building

Award Amount: \$53,390.00

Match Amount: \$17,798.00

Total Project Amount: \$71,188.00

Spokane Farm Corridor Expansion Project

Due to supermarket shortages that arose during the coronavirus pandemic, the need for a supply of locally grown food has become clearer. However, farmers markets are costly for farmers who survive on notoriously thin margins. An alternative is the farm corridor—a group of farms that band together to encourage customers to buy locally produced food directly from farms in a geo-centric area. Corridors

participate in a shared farm corridor brand, cross promote the other independent farms on the corridor, and share knowledge with each other. In 2019, the Spokane Conservation District (SCD), in cooperation with six local farms, created the South Spokane Farm Corridor (SSFC). The corridor was successful and in 2020, grew to 13 farms with all the original farms staying involved. If funded, this project will: (1) expand the farm membership and customer traffic to the existing SSFC and (2) create a farm corridor in Spokane Valley where such a group does not yet exist. SCD employees currently assist the SSFC with organizing, marketing, and technical assistance. The SCD will provide similar services to the Spokane Valley Farm Corridor. Staff also run a local farm—Vets on the Farm—which is an SSFC member and will teach business and marketing related workshops to the farm corridor. For work such as website development and organizing other more specialized workshops related to farm marketing, contractors will be hired. The SCD will also conduct surveys to learn details about member farms and farm corridor functionality, which will be used in disseminating results and improving the corridors.

Wisconsin

Recipient: The Board of Regents of the University of Wisconsin System, Madison, WI

Project Type: Community Development, Training, and Technical Assistance

Award Amount: \$410,464.00

Match Amount: \$106,497.00

Total Project Amount: \$516,961.00

Grains to Institutions: Expanding Value Chains and Cultivating Resources for Upper Midwest Grain Growers

Institutional food service programs represent consistent, stable, high-volume markets for direct sales of food-grade grain grown throughout the Upper Midwest. However, the unique culinary needs and procurement requirements of institutions, combined with limited awareness, partnership, and resources for farmers and food service staff, has prevented coordinated development of this direct market opportunity to date. Grains are essential components of institutional food service menus, required in federally funded nutrition programs, fundamental for human diets, and popular with consumers. By building new, direct institutional markets for a variety of grains—including corn, oats, wheat, and rye—this effort creates multiplies opportunities for Upper Midwest farmers to increase resiliency, profitability, and consistent sales while bolstering the grain requirements on local cafeteria menus and educating eaters about local grains. This proposal leverages Wisconsin's long-established farm-to-institution networks and events—guided by University of Wisconsin-Madison's Center for Integrated Agricultural Systems—combined with the content area expertise of Artisan Grain Collaborative to: (1) develop Upper Midwest direct sales opportunities from regional grain growers to Wisconsin institutions; (2) strengthen the regional food system through categorizing existing direct-to-institution grainshed infrastructure and potential developments, including advance strategies to increase mobile on-farm value-added grain processing; and (3) publishing robust, publicly available educational tools and resources to support grain growers and institutions in successful sales and use of local grains, local grain-based recipes appropriate for institutions, and a variety of technical assistance channels to support growers and institutions as they adopt these practices. Project efforts will result in more food-grade grain moving off Upper Midwest farms and sold directly onto institutional food service lines and trays while enhancing farm viability and meal quality.