



Community Action Plan for Farmington, New Mexico

LOCAL FOODS, LOCAL PLACES TECHNICAL ASSISTANCE

September 2018



For more information about Local Foods, Local Places visit:

<https://www.epa.gov/smartgrowth/local-foods-local-places>

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COMMUNITY STORY

The city of Farmington is located in the northwestern corner of New Mexico at the confluence of the La Plata, Animas, and San Juan rivers. It also abuts the eastern edge of Navajo Nation sitting prominently within the resource-rich Four Corners region, thereby developing as the major service and market center for San Juan County and the region. Farmington serves as the launching point for many recreation seekers fishing, hiking, and biking. The city now finds itself at another juncture in its history as it seeks to renew its previously storied agricultural economy and revitalize its downtown as key elements of the path forward.

Farmington's history dates back over 2,000 years when the Anasazi inhabited the area. Later residents included Navajo, Jicarilla Apache, Utes, and European settlers. All who came to Farmington added to its cultural history and diversity today. The city of Farmington was founded in 1901 with a strong farming and ranching economy.¹ With the development of the oil and gas industry in the 1950's, Farmington became the largest oil and gas producer in the state and transitioned away from farming—losing much of its agricultural knowledge, infrastructure, and land. As the area has continued to experience numerous boom and busts in the oil and gas industries, the city has struggled to maintain a vibrant downtown and a stable economy, which suffered from the 2015 Gold King Mine spill upriver in Silverton, and retain its agricultural heritage.

Demographics in Farmington today reflect much of its history with a current population of 44,864, 25 percent are Native American, 25 percent Latino, and approximately 50 percent Caucasian. Economically, 21 percent live below the poverty line in Farmington. From a health perspective, there are several issues confronting the community, including a 26 percent obesity rate and 12 percent diabetes rate.²

Additionally, Farmington faces multiple environmental challenges that could be mitigated to some extent by revitalizing local agriculture. For example, the high-impact nature of regional power generating operations, as well as oil and gas extraction in a dry climate can create challenges around erosion, noxious weed infestations,



Figure 1 – Michael Bulloch of Main Street Farmington leads the group on a tour of the town and efforts to revitalize, beautiful and make Main Street more walkable. Image credit: EPR



Figure 2 - Workshop participants stop by the Farmington Chamber of Commerce, a valued community asset, and offices of the Metropolitan Planning Organization and hear about the transportation plans for the city and region that include bikes and walking. Image credit: EPR PC

¹ City of Farmington History. <https://www.fmtn.org/104/History-of-Farmington>. Accessed July 5, 2018.

² Healthy Foods Access Portal. <http://www.healthyfoodaccess.org/access-101/research-your-community>. Accessed July 5, 2018.

surface water contamination, river sedimentation, and poor air quality. Bringing vacant acreage under cultivation using sustainable agricultural practices could help control wind erosion, mitigate storm water damage, and curtail weeds. Moreover, fostering a more place-based community could engender greater investment by residents, agencies, and organizations in caring for the land within city limits and regionally.

Many organizations and agencies in Farmington are responding to these economic and community challenges through new initiatives to revitalize the agriculture economy and the downtown business core. Four Corners Economic Development, Inc. has identified agriculture as one of six viable industry targets for investment and development in the region. With over 60 percent of surface water for the state running through San Juan County, many residents see the region's increased potential to develop local agriculture.³ This work is being supported by the San Juan Soil and Water Conservation District's "Farm Farmington!" urban agriculture initiative and New Mexico State University, Cooperative Extension's assistance in expanding two farmers markets to reach over 25,000 customers annually.

In downtown, the city of Farmington and the downtown Main Street project have established a Makers Market housed in an architectural gem of a downtown building where growers and artisans can sell their products on Main Street and spur more retail activity downtown. To further enhance downtown, the city government is preparing to begin reconstruction of the downtown corridor incorporating Complete Streets design elements.

In 2017, Farmington requested assistance through the Local Foods, Local Places program to develop an action plan for promoting local food systems and healthy, walkable, economically vibrant communities. The goals of the Local Foods, Local Places program are to create:

- More economic opportunities for local farmers and businesses.
- Better access to healthy, local food, especially among disadvantaged groups.
- Revitalized downtowns, main streets, and neighborhoods.

The Local Foods, Local Places program is supported by the U.S. Environmental Protection Agency (EPA), the U.S. Department of Agriculture (USDA), the Centers for Disease Control and Prevention (CDC), and the Delta

Local Foods, Local Places Steering Committee

- **Bonnie Hopkins**, San Juan County Agriculture Extension Agent, New Mexico State University
- **Judy Castleberry**, Director, San Juan College Enterprise Center
- **Patience Williams**, Healthy Kids Healthy Communities Coordinator, San Juan County Partnership
- **Warren Unsicker**, CEO, Four Corners Economic Development
- **Taylor Clem**, Parks Planner, City of Farmington
- **Molly Jackson-Nielsen**, Farm Farmington Grant Coordinator, San Juan Soil and Water Conservation District
- **Melissa Meecham**, Director, Four Corners Power Initiative, San Juan College

Figure 3 - Steering Committee Members

³ Four Corners Economic Development, Inc. <http://4cornersed.com>. Accessed July 5, 2018.

Regional Authority. Farmington was one of 16 communities across the United States selected to participate in the program in 2018, select from over 80 applicants.

A Local Foods, Local Places steering committee was formed in Farmington in preparation for this technical assistance award and is comprised of a variety of community partners (see Figure 3). They were supported by a technical assistance team comprised of consultants and multiple federal and state agency partners (Figure 4). The steering committee expressed a desire to bring together all the agencies working independently for local food, food access, and neighborhood revitalization in order to collaborate on the creation of an effective action plan for Farmington. Through the action planning workshop, participants would clearly identify the projects that have the greatest impact and work collectively to find funding sources to implement the plan.

The remainder of this report and appendices document the engagement process, the workshop activities, and most importantly, the outcome: a community action plan to achieve Farmington’s goals.

ENGAGEMENT

The technical assistance engagement process for Local Foods, Local Places has three phases, illustrated in Figure 5 below. The plan phase consists of three preparation conference calls with the steering committee and technical assistance team to clarify goals and arrange workshop logistics. The convene phase includes the effort’s capstone event—a two-day workshop in the community. The act phase includes three follow up conference calls to finalize a community action plan and strategize on how to maintain momentum generated during the workshop. The community workshop was held over a two-day period from June 12-13, 2018, and the activities those days are described below. Workshop exercise results are summarized in **Appendix A**, workshop sign-in sheets are provided in **Appendix B**, a workshop photo album is provided in **Appendix C**, a data profile in **Appendix D**, funding resources in **Appendix E**, and general references in **Appendix F**.

Local Foods, Local Places Technical Assistance Team

- **John Foster**, EPA Office of Sustainable Communities
- **Rebecca Cook**, EPA Region 6 Brownfields Program
- **Suzanna Perea**, EPA Region 6 Water Division
- **Randal Rush**, EPA Region 6
- **Debra Tellez**, EPA Region 6 Office of Environmental Justice, Tribal and International Affairs
- **Ron Batcher**, USDA Agricultural Marketing Service
- **Tim O’Connell**, USDA Rural Development
- **Evert Oldham**, USDA Rural Development
- **David Guthrie**, CDC
- **Monica Gonzales**, U.S. Department of Housing and Urban Development
- **Jennifer Muus**, New Mexico Department of Environment
- **Jason Espie**, EPR PC (consultant)
- **Miles Gordon**, Kitchen Table Consulting (consultant)

Figure 4 -- Technical Assistance Team

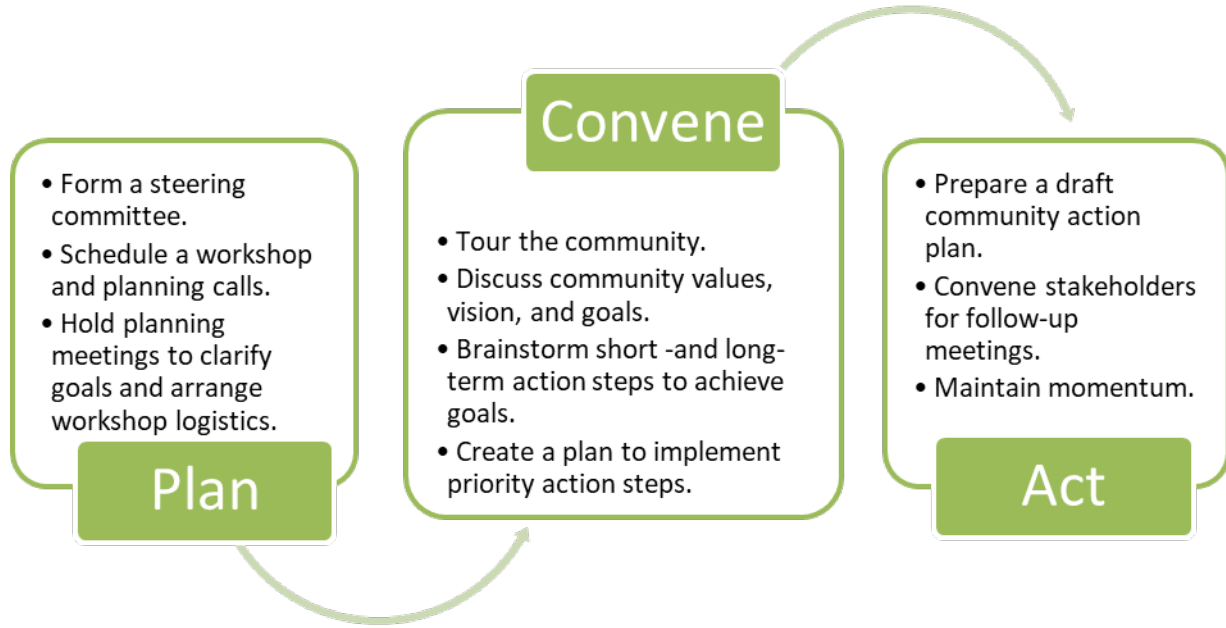


Figure 5 - Local Foods, Local Places Technical Assistance Process Diagram

COMMUNITY TOUR

In advance of the first community session on June 12th, the local steering committee led a walking tour of downtown Farmington for visiting federal and state partners and the technical assistance team. The tour began at the Farmington Metropolitan Planning Organization with a discussion about the Bicycle and Pedestrian Plan Update. The updated plan will provide community input to prioritize future bicycle and pedestrian improvements to increase bicyclist and pedestrian safety, create accessible routes, connect communities, and promote the health and wellness of all residents.⁴ Local steering committee members and city officials discussed the importance of integrating more bicycle and pedestrian features as a key piece of downtown revitalization. Additionally, potential future



Figure 6 – A map of the planned Main Street streetscaping project viewed at the Complete Streets Headquarters at 119 Main Street. The project will make improvements that include improved walkability, traffic calming, landscape and streetscape elements like lighting and furniture, fiber optics, and stormwater management. The City is funding this project with bonds.

⁴ City of Farmington: Farmington Metropolitan Planning Organization. <http://www.fmtn.org/363/Farmington-Metropolitan-Planning-Organiz>. Accessed July 6, 2018.

connections to Aztec and surrounding areas with paths along the rivers and rail line would draw more people interested in outdoor activities to the region.

At the Complete Streets Headquarters on Main Street, Sherry Roach, Complete Streets Project Manager, and Michael Bulloch, Downtown Coordinator, showed plans for the revitalization of Main Street. They emphasized the proactive work being done to include local businesses in the design process and seek additional funding from the New Mexico Resiliency Alliance to mitigate construction interruptions. They emphasized business alley entrance improvements, art in alleys, and pocket parks in underused alleys and parking lots as ways to increase downtown use and improve business activity.

Across Main Street, Orchard Park (Farmington's oldest park) is site to the new Makers Market where artisans and food vendors can sell their wares. Michael Bulloch, Downtown Coordinator, pointed out that Makers Market is growing in appeal and represents another way the city is working to bring positive activities into underutilized spaces.

To the rear of Main Street's businesses are alleyways. The tour next went to visit one these alleys and the new Art in the Alley, Alley Enhancement projects at Studio 116. Here the old gravel parking lot at the back of the art studio on Main Street has been converted into a space for art installations, shaded events, and a burgeoning community garden. During the day, it is an open community space and can be rented for private events—turning an empty lot into a vibrant pocket park.

One block off Main Street and next to the newly renovated Civic Center is the historic Palmer House of the Farmington Museum. The adobe house is the oldest in Farmington. Michael Bulloch and Taylor Clem, Parks Planner for the city of Farmington, highlighted the Civic Center and this historic site as central event spaces that increase downtown activity. The new public grounds for the Civic Center are almost complete, and future renovations of the Palmer House are planned. On Orchard Street behind the Palmer House, Doug Dykeman has established the first urban



Figure 7 - A back alley parking lot was transformed into an attractive, arts-based, gathering space with a shade canopy.



Figure 8 – The tour stopped by the garden run by Doug Dykeman, which demonstrates what can be accomplished in town.



Figure 9 – The tour concluded with refreshments at the repurposed hardware store and highly valued community gathering space, Artifacts Gallery.

agriculture project of Orchard Street Gardens, producing vegetables in the downtown core for sale at the Farmers Market and Makers Market. Bonnie Hopkins, San Juan County Agriculture Extension Agent, highlighted that Doug’s garden is the first market-based urban agriculture project, in addition to the new community gardens of the Farm Farmington! project.

On the tour’s final leg towards the remodeled and re-purposed hardware store, Artifacts Gallery, Michael Bulloch pointed out two empty and abandoned lots along Main Street that have been found to discourage people from passing and exploring beyond them to the businesses down the street. To reconnect the spaces along Main Street, the city is working to have a mural painted on the side wall of the lot and to create more inviting paths, covered spaces, and pocket parks for people to enjoy as they walk between rear parking lots, alleys, and Main Street.

The tour’s final stop was the Artifacts Gallery, which highlighted the potential of re-imagining abandoned buildings into thriving art studios, galleries, shops, and community spaces.

VISION AND VALUES – DAY ONE

Fifty-eight residents and community stakeholders attended the first public session of the workshop on the evening of June 12th. Bonnie Hopkins, San Juan County Agriculture Extension Agent, welcomed attendees to the event and spoke about the steering committee’s objective in bringing the community together for this event. Bonnie focused on the opportunities for economic and community development located in the Farmington region. The timing is ideal based on the region’s natural resources, historic and current agriculture base, location as a service and market center for the Four Corners region, and the current efforts underway to revitalize downtown, create new urban agriculture, and expand farmers markets and production. She called upon participants to use the LFLP technical assistance as an

Tour Highlights and Observations

- Farmington has been a historic farming community for over 1,000 years.
- Two successful farmers markets with EBT match programs expanded.
- The Four Corners Foundation started San Juan Community Gardens with a garden at the PATH homeless shelter.
- The San Juan Soil & Water Conservation District established Farm Farmington! with a garden at the New Beginnings women’s shelter.
- Growers and artisans can sell on Main Street at the Makers Market, started by the Farmington downtown project.
- The Indian Health Service has a VegRX program in connection with the farmers market.
- Downtown Complete Streets streetscaping is planned.
- Art and mural projects are happening as part of Main Street revitalization efforts.

Figure 10 – Key takeaways from the community tour and observations on the many things happening in and around Farmington.



Figure 11 – Bonnie Hopkins welcomes the full room of more than fifty attendees at the senior center on the evening of day one.

opportunity to create a more collaborative, communicative, and systematic approach to work more effectively and quickly towards building a stronger local food and farming economy.

After initial remarks, the technical assistance team introduced the Local Foods, Local Places program with a short presentation. The team highlighted the elements and benefits of a local food system, as well as the importance of incorporating equity into the system. Additionally, the team shared demographic and regional data that demonstrated useful baseline measurements of health and wealth. With 26 percent of San Juan County residents receiving SNAP benefits and 63 percent of San Juan’s children eligible for free lunch,⁵ the participants were encouraged to keep track of data to measure progress moving forward. More publicly available data about Farmington can be found in **Appendix D**.

The primary purpose of the community meeting was to hear from residents and other stakeholders about their hopes for the future of food and downtown revitalization in Farmington. The technical assistance team led attendees through a “This I believe...” exercise designed to bring up core values of the community (see Figure 12). The group generated a lot of energy with this exercise and overarching themes emerged that are important for the community to keep in mind as it moves forward with all its goals. These themes are the commitment to embracing the community’s diversity, passion, and youth; recognizing and leveraging a history of coming together to solve problems; collaborating for better utilization of resources; and building on the community’s beauty and values for resilience and an enduring quality of life.

The technical assistance team also asked workshop participants to write aspirational headlines for 5-10 years into the future. Their inspiring, newsworthy headlines are in **Appendix A** along with the community’s other visioning and value statements.

OPPORTUNITIES AND CHALLENGES

The community meeting concluded with a discussion of the proposed workshop goals. Based on participants’ input, several priorities were added to the goals for consideration as the community moves forward with action planning and implementation. These priorities highlighted both the opportunities and challenges identified by the participants. They included:

This I believe about my community.

We are generous, diverse, beautiful and just, resilient, able to change, able to adapt, passionate people, industrious, persistent, full of potential, long-lived, cooperative, problem solvers, partners, strong and adaptive, hopeful, committed, dedicated, stretched thin, community focused, ready for healthy food, ready for change. Farmington is well planned. We value quality of life, can find our way back to our agricultural roots, can move beyond fossil fuels. Our youth are our future. We have open hearts and minds, many underutilized resources. Our food is more unique than green and red.

Figure 12 – Results of an exercise in which participants were asked to complete the statement “This I believe about my community...” Above are some of the words that came from this exercise that framed the workshop’s action planning sessions on day two.

⁵ American Community Survey 2011 – 2015; USDA Food Environment Atlas; Healthy Food Access Portal Mapping Tool <https://sjcpartnership.org/pdfs/SJCP-Needs-Assessment-2016.pdf>.

- Having a regional focus that incorporates the Navajo Nation, Aztec, and the Four Corners.
- Creating opportunities for new and young farmers and focus on succession planning.
- Addressing climate change and adaptations for drought and resiliency.
- Focusing on farmer training.
- Ensuring there is a good communication plan for collaboration and public education.

The positive, forward-thinking discussion established solid, shared ground for the remainder of the workshop.

ACTION PLANNING - DAY TWO

Case Studies

The second day of the workshop began with examples of strategies used by other communities to advance their food system and place-making initiatives. Among those highlighted were initiatives centered on urban agriculture and community gardens (e.g., the NCO Gardens Project in Ukiah, California) and their utilization of leadership training for garden self-management. With the Farm Farmington! project seeking to expand the number of community gardens in the region, there was a robust discussion of the case study and the staffing and training structure that allows for community “ownership” and management of the gardens. Furthermore, due to Farmington’s interest in developing a food hub in the region, several models were shared from the Appalachian Harvest Food Hub to the Local Food Hub in Ivy, Virginia. The discussion centered on the different levels of infrastructure required for different models—from those that primarily use online platforms and minimal staffing to those that offer a brick and mortar facility for aggregation.

Asset Mapping and Food System Diagramming

Workshop attendees then participated in an asset mapping exercise designed to generate ideas for the community in advance of action planning. Two groups crowd sourced participants’ knowledge of existing assets and gaps in the region’s local food system. In one group,



Figure 13 – An asset mapping exercise the morning of day two asked people to identify quick fixes, favorite things, opportunities, and food system elements.



Figure 14 - Following action brainstorming, people voted with dots to prioritize actions prior to working on their details.



Figure 15 – A group completes the action details for a goal using the action plan poster. Details for each action include what it is, why it’s important, timeline, roles, and resources needed.

participants identified quick fixes (red), food system elements (yellow), favorite things (blue), and opportunities (green). Working in groups around maps, participants plotted and inventoried locations downtown, city-wide, and across the region. An example of the downtown map is included below. All maps are available in **Appendix A**.

LOCAL FOODS, LOCAL PLACES | FARMINGTON, NEW MEXICO (DOWNTOWN)

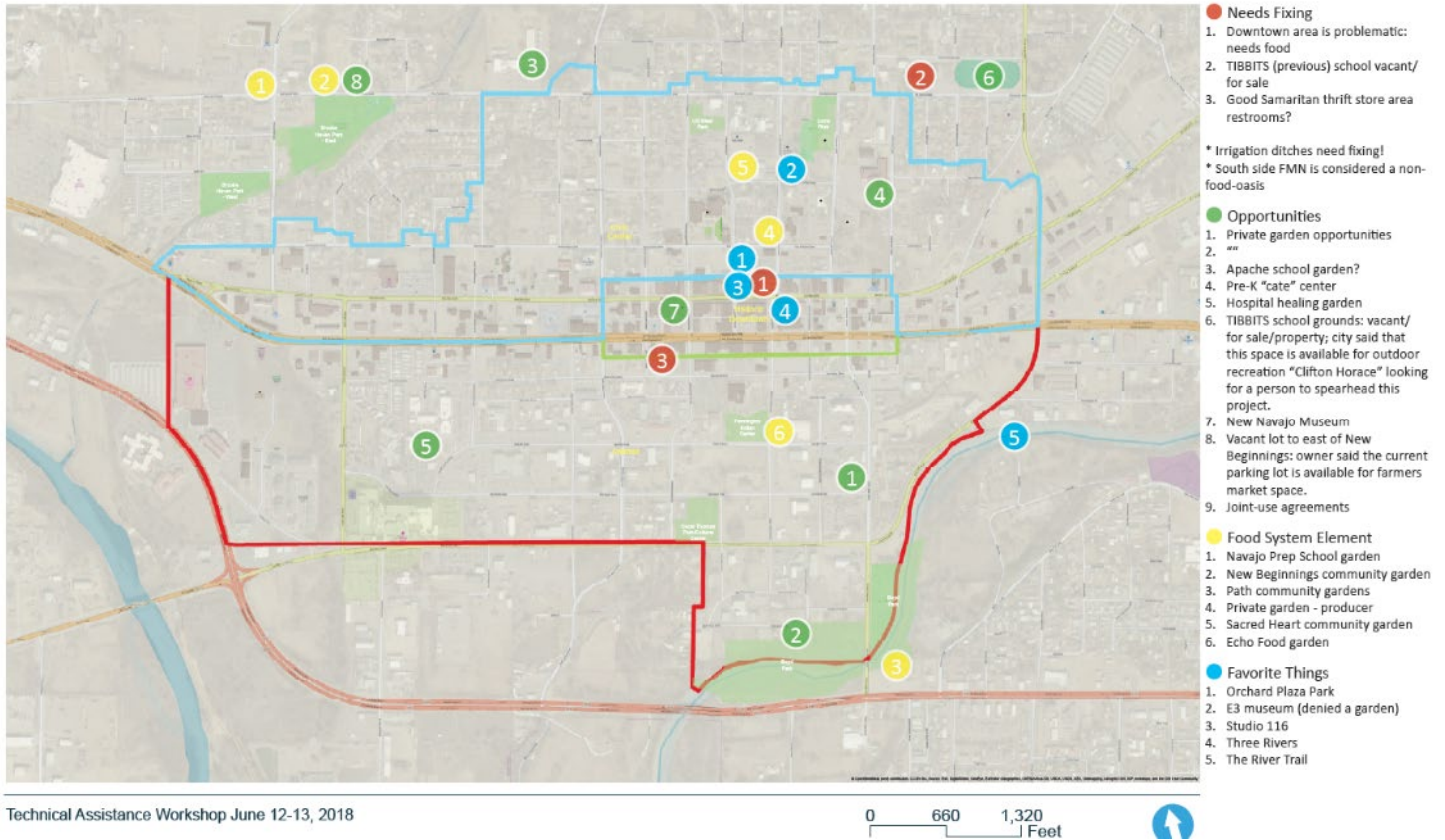


Figure 16 - Asset Mapping results for downtown.

In the second group, participants were presented with a food system diagram that outlined the main components of a food system: production, processing, distribution, access, knowledge and skills, and nutrient cycling. Participants wrote existing assets in green and missing or needed assets in blue. An example of the food system diagramming is shown below. The diagram is a conceptual map of the food system, looking at its various sectors and what exists or is needed in Farmington. Each group shared its map and takeaways from the conversations inspired by the exercise. All group diagrams are included in **Appendix A**.

Elements of a Food System

Have
Need

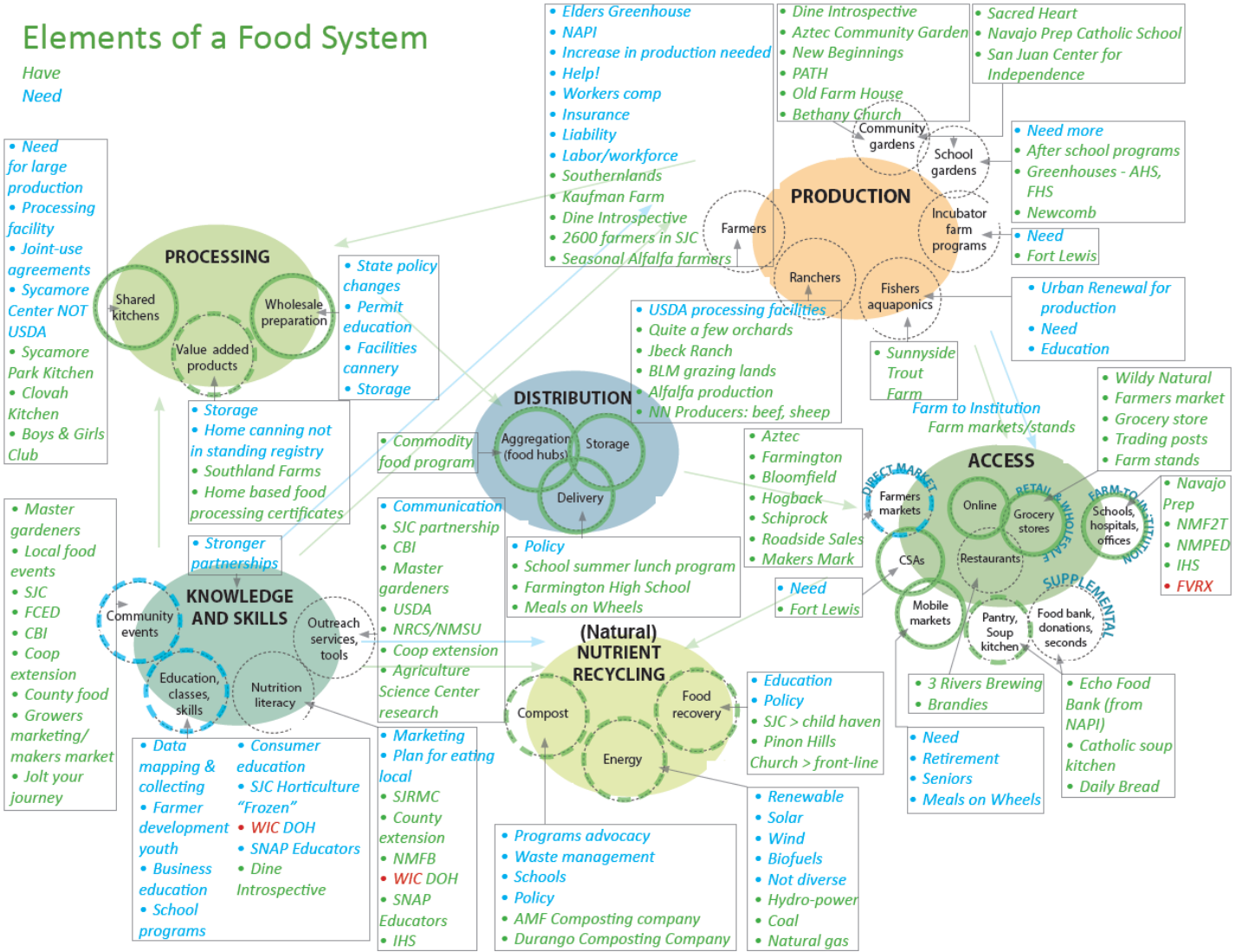


Figure 17 - Food system diagram exercise results. Participants identified elements of the local food system that exist (green) and what they need (blue). An image of the actual map is shown to the right, and above is the transcribed version that combines the two maps that were produced. A larger-resolution version of the digitized poster is available in Appendix A.



ACTION PLAN

The action planning process during the workshop consisted of a few phases of work. First there was a brainstorming session, where participants wrote down actions on post-it notes for one or more goals. These post-it notes were then placed on posters with goal statements. Duplicate or similar actions were clustered and/or merged. The next phase included a dot voting exercise where participants had a set number of dots to place next to specific actions, or clusters of actions, to indicate which ones were most important or needed immediate attention. The final phase included small working groups that assessed the prioritization voting, transferred the top 2-5 actions onto a blank action planning poster, and completed the details of each one, including importance, timeframe, lead role, etc. The goals and supporting actions are listed below. The tables that follow provide additional detail for each action.

- Goal 1 – Improve coordination and communication.
 - *Action 1.1* – Create a team to identify data needs such as land information, water data, growers, funding opportunities, mapping, and end-user data needs, and use data to identify potential partners.
 - *Action 1.2* – Develop a resource guide with local resources and information for growers, including many important topics such as regulations, grants, markets, techniques, etc.
 - *Action 1.3* – Create an outreach plan/communication system that identifies existing outreach and communications efforts, assesses the gaps, and makes recommendations on how to better support and coordinate various efforts going forward.
 - *Action 1.4* – Initiate a full-time coordination staff position for coordinating Local Foods, Local Places.
 - *Action 1.5* – Work to improve coordination and cooperation both regionally and with the Navajo Nation specifically, both at the government and grassroots levels, to work together on local food system topics, initiatives, and Local Foods, Local Places related follow-up activities.
- Goal 2 – Dream Big: Create a common vision for food, health, and agriculture for Farmington and the 4 Corners region.
 - *Action 2.1* – Form a local food task force that assesses local food system infrastructure (value chain) in order to articulate a unified vision for the local food system.
 - *Action 2.2* – Form an advisory board to discuss the possibility of creating a land trust for generating policies for land conservation and preservation of land for agricultural purposes.
 - *Action 2.3* – Create a food market, farmers market, local market, or co-op on the reservation.
- Goal 3 – Realize revitalization opportunities for downtown.
 - *Action 3.1* – Identify open properties between downtown and the river for community multi-use spaces, e.g., gardens, gatherings, recreation, etc.
 - *Action 3.2* – Coordinate with downtown redevelopment to incorporate edible plantings in its landscape plan with storefront ownership of the plantings. Establish a sponsorship plan to promote community involvement through donations for downtown redevelopment landscaping elements and planting.
 - *Action 3.3* – Create an inventory of warehouse and retail spaces in the metropolitan redevelopment area for food distribution and a food center.

- Goal 4 – Evaluate and enhance the local food system and economy.
 - *Action 4.1* – Create a production skills training series from home and community gardens to beginning and advanced farmers appropriate to local conditions, e.g., climate, culture, etc.
 - *Action 4.2* – Assess current seed savers and inventory.

GOAL 1: Improve coordination and communication.

Since the application for technical assistance, improving coordination and communication among key actors, programs, stakeholders, and citizens was identified as an important need. There is a lot going on in Farmington—pending streetscape improvements, gardens, regional economic development plans, economic resilience initiatives, art initiatives, etc. Workshop participants envisioned this goal to work food and health into the many on-going civic plans and initiatives, including public, private, and public/private partnerships.

Action 1.1: Create a team to identify data needs such as land information, water data, growers, funding opportunities, mapping, and end-user data needs, and use data to identify potential partners.

What this is and why it is important	This team of stakeholders will work to identify data, and map where necessary, the information necessary to promote better coordination and communication. For example, if pilot farms in the region were mapped, farmers and gardeners could use this information to connect and collaborate. The mapping could include information and understanding about the geography, such as contaminated sites (abandoned uranium mine sites, other contaminated sites, water, wells, food distribution centers, school, etc.). These data could be shared with the community and could facilitate greater awareness and education. Methods could include some surveys upfront from the community about what data needs are most important. Overall, this action to form a team and start to collect data will help clarify what resources are available at the local and regional level, e.g., hydrologic, vegetation, soil quality, water rights, wildlife, climate, etc.
Measures of success	<ul style="list-style-type: none"> • Completion of a data plan with short-term and long-term actions, goals, and end users. • Gaps and needs between the data wish list and data inventory identified. • Useful data that results in tangible, measurable outcomes available. • Utilization of communication aggregate (Land Link).
Timeframe	<ul style="list-style-type: none"> • 12 months and on-going
Lead	<ul style="list-style-type: none"> • Christina Morris (Mapping workshop on August 7th), Department of Health
Supporting cast	<ul style="list-style-type: none"> • New Mexico Data Collaborative • San Juan County Partnership • San Juan College • Diné Introspective • San Juan Collaborative Health Equity • GIS Technician • Katrina Bryant (VISTA) • Evert Oldham, USDA

Action 1.1: Create a team to identify data needs such as land information, water data, growers, funding opportunities, mapping, and end-user data needs, and use data to identify potential partners.

Costs and/or resources needed	<ul style="list-style-type: none"> • C.O.P.E.: Community Outreach and Patient • Capacity Builders Inc. • New Mexico State University Ag Science Center • New Mexico Department of Health • Northwest Council of Government • SWCP/Farm Farmington • San Juan Soil and Water Conservation District
Possible funding sources	

Action 1.2: Develop a resource guide with local resources and information for growers, including many important topics such as regulations, grants, markets, techniques, etc.

What this is and why it is important	<ul style="list-style-type: none"> • This guide would provide access to information for growers, producers, vendors, etc. • Farm Farmington Guide is completed. • Many farmers, growers, and ranchers have lost some knowledge of new regulations, laws, and policies. This guide would be a how-to-manual to navigate some of the hurdles. It could be both in print and on the web. It could also include video or other short media targeted for adult learners.
Measures of success	<ul style="list-style-type: none"> • The completion of a guide as a living document online, and that is kept up-to-date. • The completion of the Farm Farmington guide for community gardens.
Timeframe	<ul style="list-style-type: none"> • 6 months
Lead	<ul style="list-style-type: none"> • Melissa May, San Juan Soil and Water Conservation District
Supporting cast	<ul style="list-style-type: none"> • Sharenm.org • Bonnie Hopkins, New Mexico State University
Costs and/or resources needed	<ul style="list-style-type: none"> • VISTA - volunteer
Possible funding sources	<ul style="list-style-type: none"> • Grant for growers and producers guide (New Mexico resource guide already exists – New Mexico tribal ranchers and farmers guide)

Action 1.3: Create an outreach plan/communication system that identifies existing outreach and communications efforts, assesses the gaps, and makes recommendations on how to better support and coordinate various efforts going forward.

What this is and why it is important	<ul style="list-style-type: none"> • This plan and overall effort will engage with many stakeholders and allow for feedback loops. The overall result should be increased networking and crowdsourcing of tasks and opportunities for people to get involved and support each other. • This will further existing efforts and identify additional outreach needs, e.g., gardening efforts. • Four Corners Futures Forum • Re-engage Four Corners Ag Connection – ListServ (48 contacts)
Measures of success	<ul style="list-style-type: none"> • Convening on outreach plan regarding food system placemaking occurs.
Timeframe	<ul style="list-style-type: none"> • 3 months for the meeting • 6 months for the engagement plan, to-do list and event
Lead	<ul style="list-style-type: none"> • Melissa May, Bonnie, and Katrina (sub-committee to compile names) • Anthony Lee • Patience Williams • Christina Morris • Roberta Diswood
Supporting cast	<ul style="list-style-type: none"> • Evert Oldham, USDA RD (Aztec has a list of over 800) • Farmington Health and Wellness Committee • Capacity Builder Inc. • Diné Introspective • Amanda Evans, Chic Community Health Improving Council • Bonnie Hopkins, master gardeners • Beverly Todd, Seed savers • Agriculture Science Center (Ag Notes – newsletter) • San Juan Soil and Water Conservation District • Convention and Visitor Bureau (welcome kit for new neighbors) • Coordinate with Four Corners Economic Development
Costs and/or resources needed	
Possible funding sources	<ul style="list-style-type: none"> • Local Foods Promotion Grant, USDA could possibly support. • Kellogg Foundation • USDA RD (Evert to assist)

Action 1.4: Initiate a full-time coordination staff position for coordinating Local Food Program.

What this is and why it is important	<ul style="list-style-type: none"> • A full-time coordinator would facilitate action and allow for follow-up on local food programs and initiatives, including the planning of a food hub. • The person in this position will aggregate local food information, identify community needs, and establish an operational plan for supporting local food efforts.
Measures of success	<ul style="list-style-type: none"> • The creation of the position. • The creation of a local food system plan within first year after hire.
Timeframe	<ul style="list-style-type: none"> • 1 year
Lead	<ul style="list-style-type: none"> • Judy Castleberry, University Center
Supporting cast	<ul style="list-style-type: none"> • Local Food Task Force • Cliff Horace, Four Corners Economic Development • City of Farmington • Metropolitan Redevelopment Agency • Local food purchasers (restaurants, schools, institutions) • Farmers and ranchers • New Mexico State University Cooperative Extension and Research • Farm to Table New Mexico
Costs and/or resources needed	<ul style="list-style-type: none"> • Wages • Office space
Possible funding sources	<ul style="list-style-type: none"> • University Center Grant • Funded by non-profits • The city • The state • Public Education Department funding (Kendall Chaves)

Action 1.5: Work to improve coordination and cooperation both regionally and with the Navajo Nation specifically, both at the government and grassroots levels, to work together on local food system topics, initiatives, and Local Foods, Local Places related follow-up activities.

What this is and why it is important	<ul style="list-style-type: none"> • There is a desire to work more closely with the Navajo Nation on several areas, e.g., data, communication, coordinating producers, and buy-in. There are many mutually beneficial opportunities for health, local food system improvement, food self-reliance, economic development, and jobs that can be realized if there is more intentional cooperation among the city of Farmington, the Navajo Nation, and other localities nearby in the region. • Navajo Grown Branding opportunity.
Measures of success	<ul style="list-style-type: none"> • The creation of a path for improved engagement. • The initiation of dialogue. • Identification of Native Americans to serve on various task forces and committees.
Timeframe	<ul style="list-style-type: none"> • On-going relationship building
Lead	<ul style="list-style-type: none"> • TBD: Dine College is possible.

Action 1.5: Work to improve coordination and cooperation both regionally and with the Navajo Nation specifically, both at the government and grassroots levels, to work together on local food system topics, initiatives, and Local Foods, Local Places related follow-up activities.

Supporting cast	<ul style="list-style-type: none"> • Karen Denny • Capacity Builders Inc. • NAPI
Costs and/or resources needed	<ul style="list-style-type: none"> • Staff and volunteer time
Possible funding sources	<ul style="list-style-type: none"> • N/A

Goal 2: Dream Big: Create a common vision for food, health, and agriculture for Farmington and the 4 Corners region

The motivation for this goal was to come up with big ideas and identify energizing concepts for both Farmington and the region that would activate people to get involved. Some people felt that it could be a process goal and eventually there could be a common regional vision around food, health, and local economies that would encapsulate the many good and inspirational ideas currently circulating in the community among different groups.

Action 2.1 Form a local food task force that assesses local food system infrastructure (value chain) in order to articulate a unified vision for the local food system.

What is this and why is it important?	<p>This task force will provide a platform for collaboration, advocacy, a curriculum, and the provision of resources. Potential working groups within the taskforce include: food hub (distribution), processing (kitchen), markets (retail), and education (marketing, business development, etc.). This task force will be an on-going and sustained group that builds on actions in Goal 1 but takes it further into the future. There were many visionary roles and functions of this group, including some of the following:</p> <ul style="list-style-type: none"> • Advocate for farmers and producers. • Assess infrastructure needs for system stakeholders. • Identify educational needs for the value chain at all levels: farmers, value-added product development, retail, and consumers. • Coordinate with school districts for agriculture and food curriculum components in local schools, especially usually gardens. • Facilitate the efficient and effective use of resources. • Facilitate and encourage on-going collaboration on local food, health, and economy. • Allow leaders to invest resources and identify new sources of funding and support for activities. <p>This task force will help keep money in the local economy and provide a much-needed coordinated planning system.</p>
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Action 2.1 Form a local food task force that assesses local food system infrastructure (value chain) in order to articulate a unified vision for the local food system.

Measures of success	<ul style="list-style-type: none"> • Creation of task force working groups in the above areas. • Ongoing platform for collaboration on food related projects provided. • Feasibility studies that lead to an actual comprehensive plan. • Identification of task force partners. • Convening, education (self), and establishment of three goals. • The creation of a needs assessment for system stakeholders.
Timeframe	<ul style="list-style-type: none"> • Started June 2018 with steering committee. • Full task force identified by September 2018.
Lead	<ul style="list-style-type: none"> • New Mexico State University – County Extension • Judy, Brandon, and Bonnie to coordinate. • Melissa could be strong support to the Brandon and Bonnie team. • Nancy Shepherd, former assistant college facilitator • Four Corners Economic Development
Supporting cast	<ul style="list-style-type: none"> • Evert Oldham, USDA Rural Development • Judy Castleberry, San Juan College Enterprise Center • University of New Mexico Cooperative Extension • Community Health Council • San Juan Health Partners • Local Foods, Local Places representatives
Possible funding sources	<ul style="list-style-type: none"> • Economic Development Administration grant for civic center • Metropolitan Redevelopment Agency • Four Corners Economic Development

Action 2.2: Form an advisory board to discuss the possibility of creating a land trust for generating policies for land conservation and preservation of land for agricultural purposes

What this is and why it is important	<ul style="list-style-type: none"> • This will provide access to land and make an economically viable model to make land available for local food production. The concept for this was different than the Food Policy Council identified in action 2.1 above in that it would focus on land conservation and preservation specifically for agricultural purposes. • This will prevent potential agricultural land from being developed. • This entity could work to integrate urban and rural land use planning, use zoning and tools for agriculture protection, and create a land trust that makes land and water available to local producers.
Measures of success	<ul style="list-style-type: none"> • Agreement between land owners and the people using the land. • Whether people are using the land. • When there is a planning group in place that is processing agricultural land.
Timeframe	<ul style="list-style-type: none"> • Concept should be developed within 1-6 months. • An entity for implementation should be created by 6-18 months from now.

Action 2.2: Form an advisory board to discuss the possibility of creating a land trust for generating policies for land conservation and preservation of land for agricultural purposes

Lead	<ul style="list-style-type: none"> • Evert Oldham, USDA RD, Aztec, NM – United States Department of Agriculture (has draft plans and ideas for this action) • Taylor’s replacement at the city • Janene Yazzie
Supporting cast	<ul style="list-style-type: none"> • As many people as possible from the Local Foods, Local Places steering committee and yet to be identified. • City Council • Tribal Government • Focus groups • Land owners • Food producers • Newly created Food Policy Council (Action 2.1)
Costs and/or resources needed	<ul style="list-style-type: none"> • Volunteers • Sweat equity
Possible funding sources	<ul style="list-style-type: none"> • Grants • Bureau of Land Management

Action 2.3: Create a food market, farmers market, local market, or co-op on the Navajo reservation.

What this is and why it is important	<p>Discussion about this action focused on the lack of local and healthy food on the Navajo reservation in particular—that it is very rural, and people have to travel long distances for fresh produce. Having some kind of market, co-op, or even a mobile market for people living on the Navajo reservation would benefit many, especially those families without cars or who live farther away. It should be noted there are already on-going food sovereignty initiatives that could and should be supported.</p> <ul style="list-style-type: none"> • This will promote food sustainability and food justice and create a network of producers so the reservation residents can create their own CSA or local food and agriculture sales location. • The reservation is currently a food desert, so this will provide much needed access to better food for the reservation residents.
Measures of success	<ul style="list-style-type: none"> • When a business permit from the Navajo Nation has been acquired. This alone could be a difficult hurdle to overcome so achieving it would be a major milestone for success.
Timeframe	<ul style="list-style-type: none"> • The Navajo Farm Board just met and only meets once a year. The person working on this action would therefore have a twelve-month timeframe to coordinate, make the connections, prepare a plan, get on the agenda, and be prepared to make a presentation at next year’s Navajo Farm Board meeting.
Lead	<ul style="list-style-type: none"> • Brandon and Karen follow up and work towards the next Farm Board meeting.

Action 2.3: Create a food market, farmers market, local market, or co-op on the Navajo reservation.

Supporting cast	<ul style="list-style-type: none"> • Beverly Maxwell, Farm Board • Evert Oldham, USDA Rural Development • Local Foods, Local Places steering committee as support • Diné Introspective (Anthony and others; Shiprock)
Costs and/or resources needed	<ul style="list-style-type: none"> • Indian Health services workers
Possible funding sources	<ul style="list-style-type: none"> • Foundation funding <ul style="list-style-type: none"> ○ Kellog, Santa Fe Community Foundation ○ Thornbird Fund ○ RWJ Foundation • Junk food tax revenue • Food insecurity and nutrition incentive program

Goal 3: Realize revitalization opportunities for downtown.

This goal seeks to build on the many existing art, streetscape, and place-making opportunities that are current and on-going in Farmington by adding in the local food dimension. The tour and the discussions revealed many good things happening downtown, and there are gardens and lots and people who are interested in doing more with food, food education, growing, and producing in Farmington.

Action 3.1: Identify open properties between downtown and the river for community multi-use spaces, e.g., gardens, gatherings, recreation, etc.

What this is and why it is important	<p>This will:</p> <ul style="list-style-type: none"> • Provide opportunities for public participation. • Increase public traffic. • Create a sense of community. • Promote community health. • Reduce urban blight; improve aesthetics of downtown. • Maintain the unique quality of downtown. <p>One part of this action could be to coordinate with the city, Metropolitan Planning Organization, and others to develop a garden of native species along a riverfront park walking path.</p>
Measures of success	<ul style="list-style-type: none"> • When open spaces are identified in the redevelopment area. • Ongoing progress of development and community use. • Community utilization.
Timeframe	<ul style="list-style-type: none"> • Has started or should be started within 1 month and should be finished identifying properties within 12 months
Lead	<ul style="list-style-type: none"> • Mike Bulloch • Metropolitan Redevelopment Agency and update of the Metropolitan Redevelopment Agency plan

Action 3.1: Identify open properties between downtown and the river for community multi-use spaces, e.g., gardens, gatherings, recreation, etc.

Supporting cast	<ul style="list-style-type: none"> • Farmington Main Street Organization • City of Farmington • Judy Castleberry and potential local food coordinator • Small Business owners
Costs and/or resources needed	<ul style="list-style-type: none"> • Time
Possible funding sources	<ul style="list-style-type: none"> • Environmental Protection Agency grant • City matching funds • Contractor

Action 3.2: Coordinate with downtown redevelopment to incorporate edible plantings in its landscape plan with storefront ownership of the plantings. Establish a sponsorship plan to promote community involvement through donations for downtown redevelopment landscaping elements and planting.

What this is and why it is important	<ul style="list-style-type: none"> • This will facilitate the creation of open space, improve public health and placemaking, and promote community buy-in on project development.
Measures of success	<ul style="list-style-type: none"> • Whether the planters are in place. • Whether businesses have taken ownership of the planters. • Completion of sponsorship plan. • Aggregation of funds for program development.
Timeframe	<ul style="list-style-type: none"> • 1 month for coordination • 2 years for completion
Lead	<ul style="list-style-type: none"> • City of Farmington • Downtown Association • Business owners • Sponsors of program
Supporting cast	<ul style="list-style-type: none"> • Northwest NM Arts Council • Farmers • Public Schools, horticulture programs • Consumers • Master gardeners
Costs and/or resources needed	<ul style="list-style-type: none"> • Individual businesses • Civic organization • Master gardener association and program • Cost of infrastructure

Action 3.2: Coordinate with downtown redevelopment to incorporate edible plantings in its landscape plan with storefront ownership of the plantings. Establish a sponsorship plan to promote community involvement through donations for downtown redevelopment landscaping elements and planting.

Possible funding sources	<ul style="list-style-type: none"> • Median sponsorship program • Grants • City of Farmington
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Action 3.3: Create an inventory of warehouse and retail spaces in the metropolitan redevelopment area for food distribution and a food center.

What this is and why it is important	<p>This will:</p> <ul style="list-style-type: none"> • Fill unoccupied retail areas. • Increase food independence. • Increase beautification • Centralize food distribution and contribute to economic development.
Measures of success	<ul style="list-style-type: none"> • The selection of an operational facility for distribution and storage. • The establishment of a food center with a kitchen, storage, and multiple stations.
Timeframe	<ul style="list-style-type: none"> • Planning should begin in 3-6 months (need buy in) • Should be completed in 5 years
Lead	<ul style="list-style-type: none"> • Judy Castleberry, San Juan College Enterprise Center • San Juan County Extension • Mike Bulloch • Potential local food coordinator
Supporting cast	<ul style="list-style-type: none"> • USDA Agricultural Marketing Service design services (Ron Batcher to identify potential space opportunities and limitations) • Farmington Growers market • Farmington Makers Market • Local Farmers • Food purchasing institutions and restaurants • Potential stakeholders
Costs and/or resources needed	<ul style="list-style-type: none"> • Planning and inventory efforts
Possible funding sources	<ul style="list-style-type: none"> • Public/private funding • Grants • Higher education institutions • The county

Goal 4: Evaluate and enhance the local food system and economy.

A consistent theme at the workshop was how to return to Farmington’s food-producing roots, essentially putting the “farm” back in Farmington. In recent decades the economy has primarily revolved around oil and gas and energy production. There is anticipation that the economy may shift with the closing of some facilities and that to get in front of this change would be wise, prudent, and necessary. No one thing will replace all potential job losses, but tourism, place making, food production, and food businesses could be part of the future. To better prepare and plan for this transition back-to-the-future of agriculture in Farmington, some first next steps were articulated as part of this action plan.

An integral part of the community’s process of asset mapping was to identify gaps in the region’s food system value chain and areas for knowledge and infrastructure improvement. Numerous suggested actions for increased education and skills training were combined into an action to create a continuum of training for everyone from the home gardener to the production farmer. Additionally, numerous infrastructure actions suggested for commercial kitchens, food hubs, and new retail food markets were combined into an action to create a task force to assess and evaluate the need for different infrastructure and their feasibility for the community. Finally, numerous seed saver individuals and groups created a plan to assess and coordinate their efforts to build a more resilient and comprehensive seed saving network.

Action 4.1: Create a production skills training series from home and community gardens to beginning and advanced farmers appropriate to local conditions, e.g., climate, culture, etc.

What this is and why it is important	<ul style="list-style-type: none"> • Training is needed to help farmers and value-added producers increase production. • Farmington needs more production of local supply for both home and commercial use. • Training creates a continuum of skills to empower people, educates consumers on healthy food programs, and educates business owners on sustainably scaling up operations and working within the value chain systems.
Measures of success	<ul style="list-style-type: none"> • A published and established series of courses with a curriculum and trainers. • The level of satisfaction measured through surveys. • Increased local food supply based on improved skills.
Timeframe	<ul style="list-style-type: none"> • By January 2019: <ul style="list-style-type: none"> ○ Inventory current courses. ○ Identify and create missing courses. ○ Create a list of new courses, develop curriculum and training. • By December 2019-March 2020 <ul style="list-style-type: none"> ○ Develop web/in-person training methods. ○ Establish training programs.
Lead	<ul style="list-style-type: none"> • Bonnie Hopkins, San Juan County Cooperative Extension
Supporting cast	<ul style="list-style-type: none"> • Judy Castleberry, San Juan College Small Business Development Center • Soil & Water Conservation District – curriculum development, needs assessment • Master gardeners – needs assessment, curriculum development, trainers • San Juan College Community Learning Center– trainers, courses and development

Action 4.1: Create a production skills training series from home and community gardens to beginning and advanced farmers appropriate to local conditions, e.g., climate, culture, etc.

Costs and/or resources needed	<ul style="list-style-type: none"> • Human resources
Possible funding sources	<ul style="list-style-type: none"> • USDA Beginning Farmer and Rancher Development Program grants • Marion Foundation • Capacity Builders

Action 4.3: Assess current seed savers and inventory.

What this is and why it is important	<p>This will reveal:</p> <ul style="list-style-type: none"> • What is available for the projects. • Who the experts (seed savers) are. • What information is missing and needed.
Measures of success	<ul style="list-style-type: none"> • The establishment of a resource guide and network of seed savers and relevant information. • The occurrence of a seed swap.
Timeframe	<ul style="list-style-type: none"> • This will begin now and should be completed by January 1, 2019. • The seed swap should occur in October or November 2018 and then in March 2019.
Lead	<ul style="list-style-type: none"> • Beverly Todd – San Juan Seedsavers
Supporting cast	<ul style="list-style-type: none"> • Sarah Teofanov • Rick Jordan • Master gardeners
Costs and/or resources needed	<ul style="list-style-type: none"> • Human resources • Spokesperson needed
Possible funding sources	<ul style="list-style-type: none"> • Growers market for seed swap

IMPLEMENTATION AND NEXT STEPS

Following the workshop in June, follow up calls occurred to review documentation and discuss progress:

- Bonnie Hopkins reported that there was a lot of ‘buzz’ and talk generated downtown following the workshop. The farmers market continued to grow in both vendors and visitors and made the front page of the local papers.
- Katrina Bryant was hired as a new Vista by the San Juan Soil and Water Conservation district and will be available to help work on aspects of the action plan implementation especially as they relate to data, research, and geospatial analysis.

- Judy Castleberry, faculty with San Juan college, submitted an EDA University Center grant, which would be a five-year, \$100,000 per year, grant. In the first year, the college will focus on research for a food hub/makers market. In the application they cited Local Foods, Local Places.
- Bonnie Hopkins also mentioned that they hope to work with the San Juan College to reorganize its horticulture program, explore aquaponics options, and a greenhouse near the San Juan County Extension's office for a possible master gardener training site.
- There was a July 17th presentation to the city council on the Local Foods, Local Places Action Plan and steps moving forward.
- The San Juan County Cooperative Extension began a Master Gardener training course in August 2018 that will run through November. The course will train community volunteers on good agricultural practices and land stewardship practices that benefit San Juan County. The program includes participants from government agencies; parks and recreation programs; seed savers; permaculture enthusiasts; active gardeners. The program participants will each complete a local resource project that will be available to the community.

APPENDICES

- Appendix A – Workshop Exercise Results
- Appendix B – Workshop Sign-in Sheets
- Appendix C – Workshop Photo Album
- Appendix D – Community Data Profile
- Appendix E – Funding Resources
- Appendix F – Reference