



*Fiscal Year 2016*  
*Description of Funded Projects*

**Alaska**

<b>Recipient:</b>	Southeast Alaska Watershed Coalition Wrangell, AK	<b>Award Amount:</b>	\$496,840.00
		<b>Match Amount:</b>	\$178,327.00
<b>Project Type:</b>	Implementation	<b>Total Project Amount:</b>	\$675,167.00

***Localizing the Food System in Southeast Alaska: Building Markets and Supply***

In Southeast Alaska, a more reliable food supply and improved access to local food are critical to self-reliance and community resiliency. The vast majority of food consumed in Southeast Alaska is shipped in by barge or plane thus increasing its cost and decreasing its nutritional value. The Southeast Alaska Watershed Coalition (SAWC) and its diverse partners propose to increase the consumption of, access to, and production of Southeast Alaska (SEAK) local foods. This will be accomplished by developing new market opportunities using a food hub model. Through a two-part approach, SAWC and partners will; 1) provide critical training, technical assistance, and business development services to local food entrepreneurs; and 2) increase the consumption of and access to locally produced products through the development of the Southeast Alaska Food Hub Network (SEAK-FHN).

**Arizona**

<b>Recipient:</b>	Painted Desert Demonstration Projects, Inc. Flagstaff, AZ	<b>Award Amount:</b>	\$99,793.00
		<b>Match Amount:</b>	\$33,560.00
<b>Project Type:</b>	Planning	<b>Total Project Amount:</b>	\$133,353.00

***Painted Desert Food Hub Development Program in Coconino County and the Western Navajo Agency***

Navajo Nation is the largest Indian Reservation in the United States with a poverty rate twice as high as the State and the Country. Nearly all of the reservation is in "Food Desert". Currently, the Navajo people face a health crisis due to extremely high rates of nutrition-related illnesses, including obesity, diabetes, heart-disease, hypertension, and cancer. Painted Desert Demonstration Projects, Inc., and its partners are planning to establish a regional food hub to aggregate, process, store, market, and distribute fresh locally/regionally-grown agricultural products to the communities in the Western Navajo Agency (18 Chapters). The primary goal is to explore the feasibility of establishing such a food hub to: 1) better understand the specific needs/expectations of the communities around local food system; 2) increase domestic fresh food production and consumption; (3) develop new market opportunities for local food producers; 4) Improve food safety compliance; 5) improve food safety/security; and 6) stimulate rural economic development. During this 18-month program, we will conduct a feasibility study and develop a business/implementation plan to establish a regional food hub, which is anticipated to generate 4-6 direct jobs and 7-10 indirect jobs, double the customer base, increase market sales to \$100,000 per year, and benefit 15-20 local/regional farms through collaborative marketing/distribution.

## Arkansas

<b>Recipient:</b>	Winrock International Institute for Agricultural Development Little Rock, AR	<b>Award Amount:</b>	\$500,000.00
		<b>Match Amount:</b>	\$166,667.00
<b>Project Type:</b>	Implementation	<b>Total Project Amount:</b>	\$666,667.00

### ***Mitigating Risk In Value Chains to Enable Regional Food Expansion (MRVC)***

Food hubs are critical actors in the value chain facilitating market access and increased sales for farmers and food access for consumers. To ensure financial viability in the hub sector and growing social and economic impact, there is need for: 1) technical assistance for new and emerging food hubs; 2) access to financial training and benchmarks for the hub sector; and 3) increased capacity for compliance with food safety standards.

The goals of the Mitigating Risk in Value Chains to Enable Regional Food Expansion (MRVC) program are: 1) increased viability of small to midscale farms resulting from a diversity of retail and wholesale markets; 2) increased consumption of local produce through grocery stores and foodservice programs, improving access to nutritious food; and 3) increased adoption of food safety management systems by farms of all sizes, creating a culture of food safety throughout the local/regional food system.

The outcomes of the MRVC program include:

- 1) Improved market access for 200 food hubs and 16,000 farms and local food businesses;
- 2) Increased food safety skills for 2,000 individuals;
- 3) Food safety audits completed by 2,500 farms; and
- 4) Food hub technical assistance resources reaching 10,000 producers, consumers, and buyers.

## California

<b>Recipient:</b>	Alchemist CDC Sacramento, CA	<b>Award Amount:</b>	\$71,293.00
		<b>Match Amount:</b>	\$30,592.00
<b>Project Type:</b>	Planning	<b>Total Project Amount:</b>	\$101,885.00

### ***Alchemy Kitchen-Food Business Incubator***

Alchemist CDC's planning process includes a feasibility study, development of an effective business plan, curriculum development, and targeted outreach to recruit participants and identify resources for Alchemy Kitchen, a food incubator business. Alchemist CDC is located in Sacramento, in a region that is the largest agricultural producer in the nation. However, despite the abundance of locally grown produce, there are limited resources that support the creation of locally produced food products. Sacramento is also home to one of 13 federally determined Promise Zone Areas that encompasses some of the most economically hardest-hit neighborhoods in the Nation with unemployment and poverty rates of over 18 percent and 34 percent respectively. Alchemist CDC seeks to address these disparities by creating a food business incubator that will fulfill our goals to provide opportunity for job creation, economic growth, and increased access to healthy, local food products that will support our Promise Zone Initiative. Our anticipated outcomes of this planning process are to have the required information, resources, and partnerships to create a successful and sustainable food business incubator that will provide new jobs for low income residents, new revenue for our farms and low-income communities, and increased access to locally produced healthy foods.

<b>Recipient:</b>	Mandela Marketplace, Inc. Oakland, CA	<b>Award Amount:</b>	\$488,478.00
		<b>Match Amount:</b>	\$216,825.00
<b>Project Type:</b>	Implementation	<b>Total Project Amount:</b>	\$705,303.00

***Healthy Retail Network: New Markets For Farmers And Consumers***

Mandela MarketPlace seeks \$488,478 from LFPP to cultivate new market channels for two local food business enterprises: Mandela Foods Distribution in Alameda County, a distribution hub that serves 25 local, small- and mid-scale farmers, and a network of 15 small-scale grocers and community produce stands, through Mandela’s Health Happens Here healthy retail network (HHH); and PUENTES farm in San Joaquin County that will cultivate new wholesale market opportunities for a network of eight small and mid-scale grocers in Stockton through the Refresh San Joaquin healthy retail initiative (RSJ) to increase access to and consumption of locally sourced healthy produce and agricultural products in food desert communities, and to build community/business relationships to improve community health.

These initiatives, coordinated and operated by Mandela MarketPlace and its primary partners, promote consumption and sale of locally sourced healthy foods through a variety of outreach, marketing, and business support activities including peer education workshops and trainings, in-store marketing materials, and community outreach activities that foster a business/community relationship, reach over 82,000 low-income, low-access residents, increase distribution of 250,000 pounds of fresh, healthy produce and agricultural products, and generate \$404,000 in sales for two local food business enterprises.

<b>Recipient:</b>	Tides Center San Francisco, CA	<b>Award Amount:</b>	\$442,969.00
		<b>Match Amount:</b>	\$125,975.39
<b>Project Type:</b>	Implementation	<b>Total Project Amount:</b>	\$568,944.39

***Increasing School Food Demand in the South for Local Fruits and Vegetables***

This project – Increasing School Food Demand in the South for Local Fruits and Vegetables – will engage six southern school districts to work with a broad mix of suppliers and distributors, including those who have been marginalized, to significantly increase the purchase of local fruits and vegetables from the 4 percent of the approximate \$1.4 million these districts currently spend on produce in a school year. The project will deepen the community of practice created by the School Food Focus Southern Regional Learning Lab by strengthening and supplementing ongoing Lab activities through 2018 with a range of capacity-building work to better integrate the regional produce supply into these districts’ procurement systems. In turn, this approach will begin to create a new procurement pathway and result, among other outcomes, in an increase in the consumption of local produce by the nearly 400,000 school children participating in these school meal programs.

<b>Recipient:</b>	Tolowa Dee-ni Nation Smith River, CA	<b>Award Amount:</b>	\$94,798.00
		<b>Match Amount:</b>	\$43,924.00
<b>Project Type:</b>	Planning	<b>Total Project Amount:</b>	\$138,722.00

***Sowing Seeds of Local Abundance: A Tolowa Dee-ni’ Nation Food Hub and Farmer Feasibility Study***

The town of Smith River, CA, is home to the Tolowa Dee-ni’ Nation and a diverse local community. Food insecurity is commonplace in Smith River; the only local grocery store closed in 2013. Local poverty and limited economic opportunities exacerbate the area’s food insecurity. Despite housing rich agricultural land, few farmers in Smith River grow produce for local consumption. The primary objective of Sowing Seeds of Local Abundance is to investigate the feasibility of establishing a Food Hub and Farmer Training Program on Tolowa Dee-ni’ Nation tribal land. These programs aim to increase local farming and economic opportunities. A feasibility study and strategic business plan are the primary expected project outcomes. The project will analyze local agricultural economic opportunities. Additionally, it will assess how the Tribe’s farming and food economic growth strategies can help transfer tribal food culture through generations. Potential future farmers, the Tolowa Dee-ni’ Nation and its citizens, Smith River food entrepreneurs and residents, and regional institutions, are all expected beneficiaries. Overall, Sowing Seeds of Local Abundance will study how a Tolowa Dee-ni’ Nation Food Hub and Farmer Training Program can provide much-needed farming and food economic opportunities to residents of the greater Smith River area.

# Colorado

<b>Recipient:</b>	Boulder Valley School District Boulder, CO	<b>Award Amount:</b>	\$223,948.00
		<b>Match Amount:</b>	\$368,695.00
<b>Project Type:</b>	Implementation	<b>Total Project Amount:</b>	\$592,643.00

## ***Local Food Promotion and Farm to School Education in Boulder Valley School District***

BVSD's focus on local food developed as part of the comprehensive reform of its school food program, beginning in 2009. The USDA-subsidized meal available to low-income children is now the sole focus of Food Services – all children eat the same meals, regardless of income. Junk food and highly processed foods were eliminated and replaced with fresh, locally sourced produce, milk, meat, and other nutritious products. The procurement system was fully revised, with the priority shifted to local and regional vendors. A weekly bidding system for local produce coupled with a vast network of Boulder-area food vendors, BVSD now procures more than 25 percent of our school meal ingredients from within a 50-mile radius. Boulder Valley's local food promotion efforts have resulted in partnerships with nine local farmers and dozens of other local food producers, farmers markets, and grocers. The transformation of BVSD's food service is also an educational initiative, with students, parents, and school personnel learning about local food systems together and developing healthy eating habits. The proposed project will expand local food promotion and education to better support our community's understanding of local food and how best to connect with local producers.

<b>Recipient:</b>	Jennifer M Seiwald Fort Collins, CO	<b>Award Amount:</b>	\$150,000.00
		<b>Match Amount:</b>	\$50,000.00
<b>Project Type:</b>	Implementation	<b>Total Project Amount:</b>	\$200,000.00

## ***Apples by the Community, For the Community: Turning Fruit Waste in Northern Colorado into a Viable Income Stream, Food Source, Educational tool, and Locally sustained Product.***

Summit Hard Cider and Perry Company, LLC hopes to lead the revitalization of the local fruit market and create a value-added product income stream for local fruit producers– both small and large, urban and rural. Through educational classes on horticulture and cider production to homeowners, conducting pruning workshops, and field trials, Summit will increase community awareness, enhance productivity and quality of local fruit trees and orchards, and support producers by increasing agritourism and local foods public awareness by having an engaged presence at the local farmer's market and community festival.

<b>Recipient:</b>	Mancos Valley Resources Mancos, CO	<b>Award Amount:</b>	\$42,400.00
		<b>Match Amount:</b>	\$13,850.00
<b>Project Type:</b>	Planning	<b>Total Project Amount:</b>	\$56,250.00

## ***Specialty Processing for Local Heirloom Apples in Southwestern Colorado: Feasibility Study and Business Plan***

Southwestern Colorado is home to hundreds of heritage apple orchards that contain rare and unique varieties of heirloom apples. These old varieties hold tremendous value in their rarity, resilience, unique characteristics, and potential for rebuilding a local fruit economy. Through survey and market analysis, the Montezuma Orchard Restoration Project (MORP), has identified several emerging local food markets for heirloom apples: juice for schools and cider makers, wholesale distribution cooperatives, and agritourism.

This project tackles the question of how to get heirloom apples to new markets by: 1) assessing the feasibility of a mobile cider press/pasteurizer/packaging unit for making juice from heirloom apples; 2) analyzing production capacity of heirloom orchards and desired varieties; 3) assessing storage and aggregation needs; and 4) piloting the use of a mobile press in southwestern Colorado heritage orchards. The ultimate objective of this project is to develop a Business Plan for mobile juice processing to serve fruit-growers in accessing new local food markets.

## Florida

<b>Recipient:</b>	Frenchtown Neighborhood Improvement Association, Inc. Tallahassee, FL	<b>Award Amount:</b>	\$500,000.00
		<b>Match Amount:</b>	\$166,667.00
<b>Project Type:</b>	Implementation	<b>Total Project Amount:</b>	\$666,667.00

### ***KitchenShare Program @ Greater Frenchtown's Marketplace & Heritage Hub***

Tallahassee, FL, tops the list of economically segregated cities in the United States, according to a 2015 Martin Prosperity Institute report. As local food is a popular and rising trend, food-based businesses present significant potential for closing that gap. Though surrounded by rural counties with a long agricultural history, Tallahassee lacks local food infrastructure, specifically in food processing and commercial procurement.

Microenterprise support – including equipment access, business training, product development, marketing and networking – can disrupt the cycle of poverty by facilitating the success of disadvantaged food entrepreneurs. Linking food-based startups with small farmers creates opportunity in lower-risk, sell-before-you-plant relationships. Developing local commercial distribution channels for these food products supports a sustainable food system that improves well-being and resiliency across the region.

This project proposes to establish the only commercial kitchen rental facility in 100 miles, and a low-cost, high-value business incubator environment for at least 10 local food microenterprises during the grant period. Interest is high among FNIA's existing producer network. The program projects sustainability at only 55 percent capacity in the fifth year of operation. At that time, KitchenShare will have supported development of 25 local food businesses, at least half of which are minority owned.

## Georgia

<b>Recipient:</b>	Bartow County Government Cartersville, GA	<b>Award Amount:</b>	\$65,200.00
		<b>Match Amount:</b>	\$44,160.00
<b>Project Type:</b>	Planning	<b>Total Project Amount:</b>	\$109,360.00

### ***Bartow County Regional Food Hub Planning Project: Highlands Harvest***

The Northwest Georgia Region needs a regional food hub to develop new market opportunities for local farm and ranch operations and to increase domestic access to locally produced agricultural products. Bartow County has several locations that would be ideal for such an enterprise. A local committee has been exploring the food hub option for nearly 2 years in partnership with the Northwest Georgia Regional Commission. The purpose of this grant is to establish a 501(c)3 organization to serve as the food hub's legal entity, develop a business plan, and recruit regional farmers and consumers to participate in the project. The goal is to have a completed business plan with regional buy-in by the end of the project period. Expected outcomes include increasing the number of farmers that report an intention to aggregate and sell regionally via the proposed food hub, increasing the number of consumers (both wholesale and individual) that report an intention to buy regional food, and identifying the most appropriate location for the food hub facility.

# Hawaii

<b>Recipient:</b>	Mala Kaluulu Cooperative Captain Cook, HI	<b>Award Amount:</b>	\$220,773.00
		<b>Match Amount:</b>	\$75,442.30
<b>Project Type:</b>	Implementation	<b>Total Project Amount:</b>	\$296,215.30

## ***Developing a Breadfruit Cooperative on Hawaii Island to Process, Distribute and Aggregate Fruit for Farmers Enhancing Local Market Opportunities and Increasing Breadfruit Access and Consumption***

While the Hawaiian Islands were entirely self-sufficient less than 200 years ago, we now import approximately 85 percent of our food – making the State of Hawaii extremely vulnerable to disruptions in global shipping and supplies. In response to this major challenge, an increasing number of researchers and community groups have proposed breadfruit, a traditional Hawaiian staple, as a key crop to restoring Hawaii’s food security and sustainability due to its productivity, versatility, high nutritional value and adaptability to varying environmental conditions including climate change. The proposed project builds upon previous community efforts to revitalize breadfruit production and consumption by establishing a breadfruit cooperative on Hawaii Island to aggregate, process, store, distribute, and market fruit collectively for growers. A broad base of community partners support development of this new local food enterprise which will result in the creation of new market opportunities and increased revenues for farmers while significantly enhancing access to and consumption of Hawaii-grown breadfruit by consumers. Additional project outcomes include increased production of breadfruit among new and future farmers and improved food safety of breadfruit production and processing.

<b>Recipient:</b>	Robert R. Barreca Waialua, HI	<b>Award Amount:</b>	\$498,812.00
		<b>Match Amount:</b>	\$166,271.00
<b>Project Type:</b>	Implementation	<b>Total Project Amount:</b>	\$665,083.00

## ***Development of Production Planning and Marketplace web platform for farmers and buyers***

Effective marketing and production planning are essential to the success of many farms. Yet, much of the third-party information technology (IT) intended to help with these tasks is incomplete and built with proprietary software. Taking the lessons learned from our implementation of these proprietary third-party tools during the past 2 years, we will create our own feature-rich, open-source Marketplace and Production Planning web applications to increase the business viability of farms—particularly beginning and small-scale producers.

By adding highly requested functionality to better price, route delivery, and plan successional and collaborative production, our IT will increase farmer sales and productivity. Additionally, this platform will provide on-demand public access to anonymous statistics allowing the USDA and other organizations to query historical farm, crop, and sales data per region.

During the last 6 months of the project term, we will launch the pilot web applications for the Oahu region and expect 30 early adopter farms to have combined gross sales of \$70,028 during that short period. In addition, we will continue to expand the platform to other regions across the Nation while encouraging the open-source developer community to collaborate on features and bug fixes to ensure the project’s long-term success.

**Recipient:** Sustainable Molokai  
Kaunakakai, HI

**Award Amount:** \$291,048.00

**Match Amount:** \$151,560.00

**Project Type:** Implementation

**Total Project Amount:** \$442,608.00

***Sustainable Molokai Mobile Market***

Need - The island of Molokai, HI, has a historic legacy of growing our own food and being a strong, healthy, self-sufficient community. However, the numerous changes introduced throughout the last century have brought about a drastically different situation. Much of our current population is heavily reliant on imported, processed food, which has resulted in widespread health problems. Meanwhile, our farmers and producers struggle to make ends meet due to high input costs and limited market opportunities.

Purpose and Goals - This project, the Sustainable Molokai Mobile Market (SMMM), aims to address this situation by providing increased: 1) market opportunities to our farmers and producers; 2) access to fresh, affordable, locally grown and produced food for our community; 3) nutritional information on how to prepare and eat such food; and 4) career pathways into our local food system for youth.

Expected Outcomes - Once fully operational, the expected outcomes of the SMMM include: 1) expanded market opportunities for our farmers/producers, leading to increased sales; 2) increased consumption of locally produced agricultural products, along with nutritional information; which will result in 3) improved health island-wide; and 4) an increased number of Molokai youth who pursue careers in our local food system.

## Illinois

**Recipient:** Irv & Shelly's Fresh Picks Incorporated  
Niles, IL

**Award Amount:** \$355,000.00

**Match Amount:** \$129,200.00

**Project Type:** Implementation

**Total Project Amount:** \$484,200.00

***Improve access, sales and farmer opportunities for local agricultural products to the Chicago market through enhanced supply chain and distribution capacity.***

Transportation, distribution, and marketing of local food are highly fragmented and inefficient, and there is a need for better access for local agricultural products to the Chicago market, especially for small and beginning farms. The purpose of this project is to improve this access with regular, affordable, and reliable transportation, and wholesale production, sales, and distribution capacity. The goals are to increase production, sales, and consumption of local agricultural products to provide new market opportunities for local farmers. We propose transportation-oriented development of a network of on-farm minimal aggregation hubs near interstate highways leading to Chicago, linked by trucking routes, information technology systems, a farmer alliance, and anchored by Irv & Shelly's Fresh Picks, a distribution and marketing partner.

Expected outcomes are that: farm hubs in the network will aggregate crops from neighboring farms; store and stage them for regular trucking company pickups to deliver product to Chicago, dramatically reducing shipping costs; and form a farmer alliance that will coordinate crop planning, transportation logistics, information technology systems, training, and technical assistance. Improving the supply chain from producers will assist Fresh Picks in expanding the wholesale market for local agricultural products by ensuring necessary volume, food safety protocols, packaging, and labeling.

<b>Recipient:</b>	New Venture Advisors LLC Chicago, IL	<b>Award Amount:</b>	\$60,000.00
		<b>Match Amount:</b>	\$20,000.00
<b>Project Type:</b>	Planning	<b>Total Project Amount:</b>	\$80,000.00

***Food System Assessment Portal Project***

New Venture Advisors (NVA) is a consulting firm specializing in sustainable local food system planning and business development. Over the past 6 years, NVA has conducted over 50 food system projects across the country, assessing an area’s capacity and readiness for a new food hub or related business that addresses a need within the food landscape. Studies reduce risk associated with these startups by interviewing and surveying relevant stakeholders, assessing existing local infrastructure, and evaluating potential operating models and ownership structures. In order to efficiently use funding for planning projects and maximize the success of new local food ventures, NVA proposes to create five free, interactive online tools, available for anyone involved in food planning. Tools will:

- 1) enable those interested in food systems development to conduct self-assessments to clarify their vision and direction before embarking on a full study or planning effort, avoiding investment of resources in options that have little potential; and
- 2) use a breakeven model which will allow teams to understand minimum throughput volumes their envisioned venture should target to achieve financial viability.

The tools will utilize region-specific data available through public sources, metrics NVA will devise from a macro-analysis of previous studies, user inputs, and NVA’s proprietary algorithms.

<b>Recipient:</b>	The Land Connection Champaign, IL	<b>Award Amount:</b>	\$23,014.20
		<b>Match Amount:</b>	\$18,570.00
<b>Project Type:</b>	Planning	<b>Total Project Amount:</b>	\$41,584.20

***Determining the Feasibility and Impact of a Food Hub Infrastructure that Utilizes the Existing Champaign Farmers’ Market***

Partnering with local urban farm Prosperity Gardens and prominent Champaign-Urbana food co-operative Common Ground, The Land Connection is seeking a grant to facilitate a local food system planning process among community members already invested in creative place-making to address healthy, local food access barriers for LI/LA residents and the general public in downtown Champaign, increase new market opportunities for farm operations serving local operations, and increase consumption of and access to locally and regionally produced agriculture products. Our objectives include building a sustainable and collaborative community work plan, budget and timeline for implementing a downtown Champaign food hub, solidifying an all-season public food hub location and/or space, and expanding the reach and impact of Prosperity Gardens’ mobile food hub to access LI/LA neighborhoods. By completing this planning project, we will have the development groundwork set to improve human and economic health and provide equitable opportunities and resources for residents in and around downtown Champaign, IL, with a particular focus on those living with food insecurity.

Iowa

<b>Recipient:</b>	Des Moines County Agricultural District Mediapolis, IA	<b>Award Amount:</b>	\$120,646.00
		<b>Match Amount:</b>	\$40,216.00
<b>Project Type:</b>	Implementation	<b>Total Project Amount:</b>	\$160,862.00

***Growing Local Food Opportunity and Access in Rural Southeast Iowa***

The Growing Local Food Access and Opportunity in Rural Southeast Iowa project is focused on promoting all aspects of the local food economy in four counties in rural southeast Iowa: Des Moines, Henry, Lee and Louisa. The project seeks to expand production and distribution by area local food producers and increase consumer access to locally produced foods. At present only a small number of local food producers in the area have grown their businesses beyond selling their goods at farmers markets and roadside farm stands, and the majority do not have the food safety certifications or capacity to expand into wholesale markets. To help address these issues and further local food efforts, this project will provide educational opportunities for producers, encourage networking among producers and area entities interested in purchasing local foods, and build a regional marketing and outreach campaign that promotes local foods as a whole. The project will also help increase the supply chain of a regional local foods distributor by piloting a joint aggregation and transport system for local food producers in southeast Iowa. Expected outcomes include enhancing the growing and selling capacity of local food producers and increasing local food consumption by area residents.

# Kentucky

**Recipient:** High South Foods LLC  
Louisville, KY

**Award Amount:** \$46,657.50

**Match Amount:** \$17,167.50

**Project Type:** Planning

**Total Project Amount:** \$63,825.00

## ***2016 Kentucky Regional Food Aggregation Study and Business Development***

Kentucky and Southern Indiana's (Kentuckiana) small and medium-sized food producers lack a clear and reliable path to wholesale markets within the established regional food distribution system. High South Foods, LLC, will assist in the development, improvement, and expansion of local and regional food business enterprises by identifying the appropriate model for an aggregation business that will create a direct channel for small to medium-sized food producers to enter the existing regional distribution system. To accomplish this goal, High South Foods will conduct a feasibility study and prepare a business plan in partnership with the Kentucky Center for Agriculture and Rural Development over the next year. The feasibility study will incorporate existing data and collect missing information to assess the needs of the food system as a whole. In addition to a feasibility study and business plan, applicants will build a network of stakeholders. High South Foods will then create a document detailing their process and make materials available to interested parties to ensure replicability in other regions. Through this planning period, High South Foods will prepare to establish an informed and collaborative entity that develops, expands, and improves regional markets to benefit small and medium-sized producers in Kentuckiana.

**Recipient:** The Berry Center, Inc.  
New Castle, KY

**Award Amount:** \$312,065.00

**Match Amount:** \$108,033.00

**Project Type:** Implementation

**Total Project Amount:** \$420,098.00

## ***Local Beef Initiative***

Cattle producers in the Henry County region of Kentucky have markets in Louisville, Cincinnati, and Lexington demanding local sources of beef, and now have a local processor capable of adding value to their animals. However, producing cattle for a stockyard sale is different from finishing cattle for consumption in a local market. The region has ample production resources and a strong new processor, but lacks the critical link in the value chain that connects these pieces in a way that brings the value to Henry County's cattle producers.

The Local Beef Initiative fills the gap in two core ways: 1) by cultivating producers for this market, working side-by-side with the locally owned meat processor to improve quality and consistency; and 2) by developing a marketing campaign that will establish a regional presence for this beef, increasing demand for it, and helping create a premium for it in the marketplace.

As a result of this project, producers in Henry County and the surrounding counties will receive more value from their existing pastures and cattle herds by serving the demand for local beef.

<b>Recipient:</b>	University of Kentucky Research Foundation Lexington, KY	<b>Award Amount:</b>	\$444,776.00
		<b>Match Amount:</b>	\$148,341.00
<b>Project Type:</b>	Implementation	<b>Total Project Amount:</b>	\$593,117.00

***Bluegrass Harvest: Expanding CSA Markets by Creating Scalable Interfacing Model for Farmers, Consumers, and Health Care Providers***

With the advent of the Affordable Care Act, self-insured employers can rein in healthcare costs through wellness programs including employer-incentive community supported agriculture (CSA) vouchers. Bluegrass Harvest is an innovative, replicable collaborative effort involving the University of Kentucky Agricultural Economics, health-related employers, the Organic Association of Kentucky and their farmers, and Community Ventures.

The 3-year project, starting September 30, 2016 and ending September 29, 2019, will:

- 1) Enhance diversified produce production capacity through training and assistance to Kentucky farmers;
- 2) Increase CSA demand by attracting additional self-insured employers;
- 3) Use multi-year surveys to analyze changes in shareholders' healthy lifestyle behaviors and perceptions of CSA value; and,
- 4) Develop a comprehensive and durable administrative model for voucher programs of more than 3,000 shareholders.

Bluegrass Harvest builds on a 2014 FMPP-supported pilot to triple central and eastern Kentucky's shareholder population (from 800 to over 3,500 shares) while concurrently strengthening and stabilizing farmer/producer fresh foods market share and revenue. It encompasses both urban and rural geographies.

Bluegrass Harvest will provide a data-driven cost-benefit evaluation and quantify the value of employer-incented vouchers and employees' CSA participation; a favorable outcome can propel replication by other CSA collaboratives and self-insured employers, improve participants' health outcomes, and provide employers with healthcare cost savings.

## Maine

<b>Recipient:</b>	Rosemont Market Inc. Portland, ME	<b>Award Amount:</b>	\$64,922.00
		<b>Match Amount:</b>	\$21,981.50
<b>Project Type:</b>	Planning	<b>Total Project Amount:</b>	\$86,903.50

***Rosemont Local Food Development Plan: Value Chain Analysis to Support Increased Revenue for Maine***

Rosemont Market is an independent grocer, bakery, and food hub based in Portland, ME. It is widely recognized as a pioneer in the local food movement and a leading champion of Maine's small and mid-sized farms. Since its inception in 2005, Rosemont has quintupled its retail footprint and become a major aggregation and distribution hub, substantially increasing the availability and consumption of locally-produced fruit, vegetables, meats, grains, and dairy in Maine's largest city. Rosemont estimates that between 40 and 50 percent of its current revenue (approaching \$10 million in 2016) is connected to locally-sourced food. The company knows it can do much more to leverage its prominent position in the value chain to help farmers improve productivity and efficiency, establish healthier bottom lines, and increase their profitability. To realize this goal, the company must move beyond the ad hoc, instinct-driven strategies that have carried it this far. Rosemont is requesting \$64,922 to create a comprehensive Local Food Development Plan that provides thorough value chain analysis and establishes an integrated, global view of Rosemont's activities. As the plan leads to closer alignment of supply and demand, while optimizing distribution logistics, Rosemont believes it can double its volume of local food sales in 3-5 years.

## Maryland

**Recipient:** Easton Economic Development Corporation, Inc.  
Easton, MD

**Award Amount:** \$383,673.00

**Match Amount:** \$127,891.00

**Project Type:** Implementation

**Total Project Amount:** \$511,564.00

### ***Chesapeake Harvest: Connecting Farmers to Markets***

“Chesapeake Harvest: Connecting Farmers to Markets” will fund critical infrastructure and technical assistance to enable farmers on the Eastern Shore of Maryland, Delaware, and Virginia to expand market reach, increase the supply of healthy foods to the region, and create market opportunities for small and mid-size farmers. Chesapeake Harvest is a newly-formed food aggregation and distribution enterprise that will act as a conduit between producers and purchasers, forming relationships to align growers’ products and buyers’ needs. Grant funding will be used for three discrete but connected components central to Chesapeake Harvest’s success: 1) The lease of an aggregation/ distribution facility; 2) Staffing to pursue contracts with large purchasers and operate aggregation and processing in the warehouse facility; and 3) Comprehensive food safety technical assistance for 30 Eastern Shore farmers using a USDA Group GAP program. By addressing the challenge of food safety collectively, Chesapeake Harvest will ultimately be able to reduce the cost of certification overall and serve the growers more effectively by expanding their access to wholesale markets. With suppliers who satisfy customer and FDA food safety requirements and are prepared to increase production, Chesapeake Harvest will be able to contract with large wholesale customers and scale operations efficiently.

## Massachusetts

**Recipient:** CropCircle Kitchen, dba Commonwealth Kitchen  
Dorchester, MA

**Award Amount:** \$500,000.00

**Match Amount:** \$180,000.00

**Project Type:** Implementation

**Total Project Amount:** \$680,000.00

### ***Commonwealth Kitchen farm to institution contract manufacturing and marketing initiative***

With USDA support, Commonwealth Kitchen will scale our existing contract manufacturing social enterprise to increase local sourcing in greater Boston’s institutional markets. We will simultaneously leverage these institutional partners to create sales channels for our more than 40 incubator companies.

Specifically, we will establish partnerships with colleges, hospitals, schools, and other institutions looking to increase their sourcing of local food. We will negotiate agreements to manufacture simple, mostly shelf-stable products in large volume service packs, such as tomatoes. We will connect with local farmers, aggregators, and distributors to source raw ingredients (primarily B and C grade produce), and coordinate delivery. We will develop recipes, complete testing, purchase specialty equipment to partially automate the process, hire and train staff, and handle production. We will leverage these relationships to market our incubator companies to create new sales channels and drive business growth. Additionally, we will secure USDA licensing to allow for wholesale production of prepared foods containing meat and poultry at our facility.

Our goal is to scale our contract manufacturing service, help our incubator companies grow, create local jobs, increase earned revenue, and build infrastructure needed to connect regional farmers to wholesale and institutional markets throughout the year.

<b>Recipient:</b>	Red Tomato, Inc Plainville, MA	<b>Award Amount:</b>	\$492,078.00
		<b>Match Amount:</b>	\$164,251.00
<b>Project Type:</b>	Implementation	<b>Total Project Amount:</b>	\$656,329.00

***Building a Bridge: Achieving Scale For Farm-Identified Wholesale Supply Chains***

Achieving scale and creating value are both crucial to building thriving local food systems. This project will build on Red Tomato’s experience in developing distribution and marketing models to incorporate logistics, marketing, traceability, and farm wholesale readiness in the development of a warehouse cross dock program that bridges the transition from small-scale delivery logistics to large scale efficiency. Over a 3-year period, we will:

- 1) Implement a multi-scale logistics model that will bridge introductory level distribution (direct store delivery) to large-scale wholesale volume (distribution center model) including transportation, inventory management, order processing, and traceability;
- 2) Develop and implement farm-identified marketing programs that will add value for both farms and wholesale buyers at all levels of distribution; and
- 3) Strengthen capacity and market readiness of participating regional farmers in order to match supply with growing demand.

As a result of this project we will: increase the sales of locally grown fresh produce into wholesale markets (both grocery and institutional); increase the quantity, variety and visibility of local products offered to consumers; and expand purchases from both existing and new local farms.

<b>Recipient:</b>	Third Sector New England Boston, MA	<b>Award Amount:</b>	\$100,000.00
		<b>Match Amount:</b>	\$33,334.00
<b>Project Type:</b>	Planning	<b>Total Project Amount:</b>	\$133,334.00

***Southern New England Farm-to-Institution Market Development - A Planning Grant***

Institutions like schools, hospitals, and colleges are large potential markets for regional food. This planning project will help six partnering food hubs in Southern New England (Rhode Island, Massachusetts, and Connecticut) increase their sales to nearby institutional buyers. Lead partner, Farm to Institution New England (FINE) will perform the majority of the work and will hire a leader in regional food business development to complete a marketing and feasibility study.

The proposed project will: 1) interview and convene the six partnering hubs to analyze how their missions and business plans align with institutional sales; 2) work with New Venture Advisors to perform a marketing and feasibility study to assess supply and demand opportunities within Southern New England’s institutional market; and 3) collaboratively develop pathways for partnering hubs to increase sales to institutions, both individually and through a new strategic trading network.

Project outcomes include: 1) partnering hubs make informed changes to their individual business plans to effectively enter and expand into regional institutional markets; and 2) a new strategic trading network model is developed to help partnering hubs plan how to buy, sell, and transport together. An estimated 120 Southeastern New England farmers will benefit from this planning project.

## Michigan

**Recipient:** Mighty Fine Poultry Processing, LLC  
Ann Arbor, MI

**Award Amount:** \$100,000.00

**Match Amount:** \$24,242.00

**Project Type:** Planning

**Total Project Amount:** \$124,242.00

***Design and community impact analysis of a small-scale facility to process and store, aggregate, and distribute local poultry in a low income/low access area of SE Michigan***

Despite high demand, the availability of locally grown poultry in SE Michigan is low. One barrier is a lack of local processing facilities that serve independent poultry producers. A second barrier is a lack of aggregation, storage, and distribution infrastructure required to consistently bring locally produced poultry to market. The purpose of this planning project is to design a combined USDA-certified poultry processing and aggregation, storage, and distribution facility in SE Michigan, with a goal of developing new market opportunities for local poultry producers and to increase the consumption of locally grown poultry, including in low income/low access (LI/LA) areas. To accomplish this we propose to partner with ONEsource Facility Solutions to identify facility requirements and to design interior space and exterior site layout for the proposed facility at a LI/LA site. Once completed, a business plan will be developed and a public meeting will be held to provide citizens an opportunity to express concerns. In addition, a comprehensive report on the work of this proposal will be written and disseminated. Expected outcomes are advancement of this project to a stage at which non-grant activities such as purchase of the property and construction of the facility can begin.

## Minnesota

**Recipient:** Appetite For Change, Inc.  
Minneapolis, MN

**Award Amount:** \$100,000.00

**Match Amount:** \$33,990.00

**Project Type:** Planning

**Total Project Amount:** \$133,990.00

***Northside Fresh Planning Project: Conduct feasibility studies, develop business plans and architectural schematics for a food hub/market & greenhouse/storage spaces in North Minneapolis Promise Zone.***

The Northside Fresh Greenhouse and Market Planning project will solve the problem that North Minneapolis, a HUD designated Promise Zone, has: the lack of a well-researched and economically based feasibility study or business plan for a space where local food farmers, producers, and retailers can process, store, aggregate, distribute, or sell local and regional agricultural and food products. Northside 3 urban farmers, local food makers, and retailers encounter barriers when it comes to entering the local market or scaling their operations to capture the consumer demand and market opportunity. This planning project will assist our coalition of organizations, individual farmers, entrepreneurs and community stakeholders in creating a season extension and storage facility with attached greenhouse that will increase producer capacity to grow, aggregate, store, and distribute local foods while also providing training and technical assistance to incubate these producers. The year-round food hub and market will also build capability of the producers and food makers from our shared commercial kitchen to use locally and regionally grown agricultural products while accessing local markets. The resulting feasibility study, business plan, and schematics from this planning project will bring our community and its disadvantaged producers one step closer to a community-owned, local and equitable food system.

## Missouri

<b>Recipient:</b>	Columbia Center for Urban Agriculture Columbia, MO	<b>Award Amount:</b>	\$29,000.00
		<b>Match Amount:</b>	\$10,035.18
<b>Project Type:</b>	Planning	<b>Total Project Amount:</b>	\$39,035.18

### ***Evaluating the business opportunities for adding a commercial kitchen to the Columbia Farmers Market site***

The Columbia Parks & Recreation Department, in partnership with several community organizations, is updating 13 acres of a central city community park (Clary-Shy Park) to include a demonstration/educational urban farm, farmers market facilities, and community gathering space. This Planning Grant aims to explore the business opportunities and interest in building a commercial kitchen into the facility upgrade to provide service for the farmers who sell at the market, staff educators at the urban farm, and local chefs/caterers. The Planning Grant will fund the development of a business plan to help the partners explore how to best utilize the kitchen and develop a financial model/pro forma projections for its operation. The park's upgrade will lead to a food hub for consumer purchasing and hands-on garden education. The addition of a commercial kitchen facility would add significant functionality to both of these food system roles and possibly open other doors not yet foreseen.

<b>Recipient:</b>	Northside Community Housing, Inc. St. Louis, MO	<b>Award Amount:</b>	\$499,946.90
		<b>Match Amount:</b>	\$261,993.00
<b>Project Type:</b>	Implementation	<b>Total Project Amount:</b>	\$761,939.90

### ***North City Food Hub***

A 2011 study of food insecurity in the St. Louis Metro area found that North St. Louis had the second highest levels of 'percent households food uncertain' and 'percent households with children food uncertain'. Area food banks and pantries report increases in numbers of families served. It is critical that strategies be developed to increase access to healthy food and raise income levels. The North City Food Hub (NCFH) proposes to establish an incubator for entrepreneurs in urban agriculture and culinary as mechanisms to increase income potential and availability of healthy food.

The vision of this initiative is to develop a food hub in North St. Louis. The first phase is to establish a shared used kitchen. This project brings together a unique set of programs/individuals that can make this vision a reality if financial support were available. This includes the creation of value-added products and a community place where nutrition education, cooking skills development, business planning support, and legal assistance will be provided. Job training is integral to this program. Training in both urban agriculture and culinary will be offered. The NCFH will increase the market for local farmers through increased need for produce by shared-use kitchen users.

## New Jersey

<b>Recipient:</b>	Harvest Drop LLC Morristown, NJ	<b>Award Amount:</b>	\$99,999.00
		<b>Match Amount:</b>	\$33,333.00
<b>Project Type:</b>	Implementation	<b>Total Project Amount:</b>	\$133,332.00

### ***Local foods aggregator and distributor seeking grant for refrigerated truck and driver.***

Harvest Drop currently operates in New Jersey to aggregate & distribute food from local farms to restaurants. Recipients will lease a refrigerated truck over the course of 3 years, and hire a driver. We estimate the truck will allow us to spend \$1.56 million at local farms over the course of 3 years. Our goal is to provide restaurants with easy and reliable access to fresh food from local farms.

# New Mexico

<b>Recipient:</b>	La Semilla Food Center Anthony, NM	<b>Award Amount:</b>	\$500,000.00
		<b>Match Amount:</b>	\$166,667.00
<b>Project Type:</b>	Implementation	<b>Total Project Amount:</b>	\$666,667.00

***Harvesting the Potential of Local Food Businesses will provide business development, marketing, and promotion support to small farm and food businesses in the Las Cruces, NM area.***

Las Cruces is a border community in the Paso del Norte region of New Mexico. Supply of local food does not meet demand, and there are few connections to local farms. Farms are struggling to reach profitability; nearly all the raw food grown is for export; and very little has been done to market and promote local foods. La Semilla Food Center has laid groundwork to close this “food gap” and now we must address the “food enterprise development gap”: the pressing need to support our local and regional food business entrepreneurs with outreach, business and marketing training, and technical assistance. Our project, Harvesting the Potential of Local Food Enterprises, provides this support in order to ensure food business success, to develop and expand local and regional food business enterprises, to build bridges to connect producers and local markets, and to create new business opportunities and markets through sustained food business enterprise development. In addition, we will establish a Local Food Enterprise Incubator where farmers receive support to create viable agricultural markets, and food entrepreneurs process local products and create new value-added options. This will increase access to, new markets for, and increased consumption of locally and regionally produced agricultural products.

<b>Recipient:</b>	National Center for Frontier Communities Silver City, NM	<b>Award Amount:</b>	\$313,360.00
		<b>Match Amount:</b>	\$108,621.00
<b>Project Type:</b>	Implementation	<b>Total Project Amount:</b>	\$421,981.00

***Comida Buena - Supporting a healthier, more self-sufficient local food economy in southwest New Mexico and other frontier environments.***

The National Center for Frontier Communities’ 2015 LFPP-funded feasibility study revealed a strong demand for local produce among buyers, a strong need for increased market access for growers and significant, frontier-unique logistical barriers to access those markets. The four-county region is home to over 4,300 acres of fruit, vegetable, and nut production and an estimated \$9.9 million annual retail market for fruit, vegetables and nuts, yet less than 5 percent of this demand is met by local producers. The sparsely populated region is not proximate to large metropolitan areas, and many small to mid-size producers view these large markets as too far to justify regular delivery. Logistical and financial challenges make operating a regional food hub or growers’ co-operative unlikely to succeed.

The 36-month project will implement recommendations from last year’s planning project to support a healthier, more self-sufficient local food economy by: a) providing necessary groundwork and outreach to local buyers to increase their ability to purchase locally grown foods; b) educating existing growers about beneficial growing practices, food safety requirements and necessary certifications, and training new growers to become successful food producers; and c) developing a network of growers to cooperatively market, aggregate, and distribute their food.

<b>Recipient:</b>	Santa Fe Community Foundation Santa Fe, NM	<b>Award Amount:</b>	\$330,000.00
		<b>Match Amount:</b>	\$119,350.00
<b>Project Type:</b>	Implementation	<b>Total Project Amount:</b>	\$449,350.00

***Growing our Food Shed: Local Production and Access in New Mexico’s Food-Insecure Communities***

New Mexico faces a crisis in nutrition-related disease, as the State ranks among the worst in the country for food insecurity and sub-standard family income. This challenge is also heightened by the dearth of local, affordable healthy food outlets across the State’s rural geography. With greater market linkages and resources, its rich agricultural traditions could be used to support our most vulnerable communities, creating a more self-sufficient local food shed.

To support local and native food production, and increase local and regional food access among New Mexico’s food-insecure communities, the Santa Fe Community Foundation seeks support from the Local Food Promotion Program to:

- 1) Increase access and consumption of local/regional foods by low-income consumers by creating 20 new community-based delivery sites, delivering 36 cooking classes, and developing weekly affordable Recipe Kits for home-based food preparation;
- 2) Increase sales to local & regional farmers and ranchers by 300% by the end of the project period; and
- 3) Increase market opportunities for Native producers by providing 15 Pueblo producers with farm-to-market and business plan training, and help to establish 9 new Pueblo agricultural enterprises through entrepreneurial and marketing support for new business development by the end of the project period.

## New York

<b>Recipient:</b>	Capital District Community Gardens, Inc. d/b/a Capital Roots Troy, NY	<b>Award Amount:</b>	\$100,000.00
		<b>Match Amount:</b>	\$117,610.00
<b>Project Type:</b>	Planning	<b>Total Project Amount:</b>	\$217,610.00

***The Growing Local Foods and Local Entrepreneurs project will develop program/business plans and renderings for a commercial kitchen/incubator for local food based enterprises in NY’s Capital Region.***

For more than 40 years, Capital Roots has nourished healthy communities in New York’s Capital Region by providing inner-city residents with access to fresh food. As our fresh food access programs have grown, we have also nourished the health of our regional foodshed by purchasing from local farms whenever possible. Phase I of Capital Roots’ Urban Grow Center campaign dramatically increased our ability to work with local farms by creating a true food-hub facility from which we could distribute local food to local families. Growing Local Foods and Local Entrepreneurs will build on the success of Phase I to develop plans for a commercial kitchen/food-based incubator adjacent to our food hub. Although the Urban Grow Center has substantially expanded markets for local producers, our farm partners still find connecting to local markets challenging, and matching crops and harvests to consumer demand is an imperfect science at best. At the same time, our engagement with our local community has revealed a need for a commercial kitchen facility that can incubate food-based businesses using local produce. This project will result in a fully developed business plan for this facility, along with architectural renderings, allowing Capital Roots to begin fundraising for this important next step.

<b>Recipient:</b>	Cornell University Ithaca, NY	<b>Award Amount:</b>	\$73,859.00
		<b>Match Amount:</b>	\$24,620.00
<b>Project Type:</b>	Planning	<b>Total Project Amount:</b>	\$98,479.00

***New York State Craft Beverage Classifieds***

New York State (NYS) is home to more than 800 wineries, breweries, distilleries, and cideries and over 1,000 farmers that grow a combination of grapes, hops, grains, and apples, specifically intended for use in the craft beverage industry. In recent years, NYS has passed a series of laws that spawned a massive growth in the craft beverage industry. These laws require that a certain percentage of the raw inputs needed to produce craft beverages be grown in NYS. Given the infancy of this industry, farmers and operators do not have an effective means to identify one another for the purpose of buying and selling farm products. Despite structural and functional challenges, NYS Wine and Grape Classifieds, which is a virtual market place facilitating the movement of NYS winery inputs, demonstrates strong promise as a means to mitigate the aforementioned supply-chain barrier across the entire NYS craft beverage industry. Through a collaborative effort, Cornell University will partner with craft beverage stakeholders and a software development firm to design an online aggregation platform that will enable farmers and businesses to more effectively transact sales; the success of which is key to the growth and viability of the NYS craft beverage industry.

<b>Recipient:</b>	Extension Service Assoc. of NYS Coop. Ext. of Niagara County Lockport, NY	<b>Award Amount:</b>	\$150,049.89
		<b>Match Amount:</b>	\$86,932.96
<b>Project Type:</b>	Implementation	<b>Total Project Amount:</b>	\$236,982.85

### ***WNY Food Enterprise Center***

This project will put into place a WNY Food Enterprise Center designed to increase consumption of and access to local and regional agricultural products and develop new market opportunities for farm and food producers. This center will primarily serve small and mid-size farmers who seek to create value-added products as well as food business entrepreneurs using local agricultural products and will provide a facility for product creation, food processing, storage, aggregation, etc. Integral to the facility will be an array of wrap-around technical services including: sourcing local produce, marketing, certification/licensing, business planning, website design, recipe commercialization, label creation, labor/employment issues, market distribution/expansion, etc. This implementation project follows a planning phase which included a regional assessment of growers, business owners, educators, and social entrepreneurs that substantiated the need for and feasibility of such a facility and also identified the appropriate programs and services that will best support the needs of the food and agriculture community. The program is now ready for implementation.

<b>Recipient:</b>	The Center for Agricultural Development & Entrepreneurship Oneota, NY	<b>Award Amount:</b>	\$299,035.00
		<b>Match Amount:</b>	\$210,000.00
<b>Project Type:</b>	Implementation	<b>Total Project Amount:</b>	\$509,035.00

### ***Value Chain Acceleration In NYS***

The Center for Agricultural Development & Entrepreneurship (CADE) is requesting \$271,850.00 for a 3-year Value Chain Acceleration in NYS (VCA) Project to facilitate economic growth in NYS sustainable agriculture. The VCA project will leverage CADE programming and impact to increase farm profit, regional output of farm and food products, and market development. The goal of this project is to provide resources and opportunities in the six USDA-identified roles of a value chain coordinator: Market Matchmaker, Convener/Relationship Builder, Resource Prospector, Policy Thought Leadership, Technical Assistance Provider, and Catalyst/Innovator. The VCA project will: research and open market opportunities in New York City and Upstate; promote affordable access to restaurant, retail, institutional, CSA, and wholesale buyers in NYC and Upstate Urban Centers; facilitate product development and launch new value-added food products; help secure private investment for food system operation enhancement/expansion; and receive matching funding from CADE's Farm and Food Business Incubator (FFBI) which provides business planning and training. The coordinated VCA Project will result in a dynamic and transformational impact in a region long suffering from underemployment and underutilized farm inputs (land, equipment, labor).

## North Carolina

<b>Recipient:</b>	City of Greensboro Greensboro, NC	<b>Award Amount:</b>	\$473,980.00
		<b>Match Amount:</b>	\$346,320.00
<b>Project Type:</b>	Implementation	<b>Total Project Amount:</b>	\$820,300.00

### ***Creating Support for Local Food Entrepreneurs: Implementing the Fresh Food Access Plan***

This project will: support the development of local food entrepreneurs and provide them with connections to local producers; enable local growers to create value-added food products; provide a model for working with a neighborhood to increase the consumption of local produce; and provide data that monitors program results and a reveals a clearer picture of local eating and shopping habits.

The City of Greensboro is working with multiple partners on this project:

- The Guilford County Cooperative Extension Office will provide training in food safety for those using a newly created Low Risk Shared Use Kitchen and new GAP certification standards.
- The Greensboro Farmers Market will offer space at their market for new entrepreneurs and provide assistance with marketing and business planning.
- The Out of the Garden Project will use their community kitchen for food education programming and to support new food businesses.
- The University of North Carolina at Greensboro will conduct a survey that will pilot test a community-based food security instrument and evaluate project implementation.

<b>Recipient:</b>	Firsthand Foods Durham, NC	<b>Award Amount:</b>	\$498,265.00
		<b>Match Amount:</b>	\$166,100.00
<b>Project Type:</b>	Implementation	<b>Total Project Amount:</b>	\$664,365.00

***Firsthand Foods: Advancing Sales of Local, Pasture-Raised Meats on Behalf of Small-Scale Livestock Producers***

Firsthand Foods is a women-owned food hub based in Durham, NC, that sells local, pasture-raised meats. Firsthand Foods aggregates livestock from a network of 65 individual producers who would not otherwise have access to local market opportunities. Our robust regional values-based supply chain is built on partnerships between small-scale farmers, rural meat processing businesses, and regional distributors. Our goal is to scale the business within North Carolina, expanding and diversifying sales, while continuing to deliver on our mission of building a sustainable meat supply chain that enables small-scale livestock producers to thrive. This project will focus on: 1) increasing sales to restaurant and retail customers; 2) implementing a comprehensive marketing program that tells our farmers’ stories, communicates our community values, and helps us differentiate ourselves in an increasingly competitive marketplace; 3) developing a producer network to add lamb to our product offerings; and 4) overcoming transportation and infrastructure challenges. Over the course of this project, we expect to reach over 430 wholesale buyers, add 35 farmers to our supply chain, increase our active restaurant and retail customer base by 52 percent, expand our social media reach by 86 percent, and generate \$6 million in revenues for our farm and processing partners.

## Ohio

<b>Recipient:</b>	Rural Action, Inc. The Plains, OH	<b>Award Amount:</b>	\$194,920.00
		<b>Match Amount:</b>	\$66,490.00
<b>Project Type:</b>	Implementation	<b>Total Project Amount:</b>	\$261,410.00

***Expanding Local Food Demand Networks and Impacts in Appalachian Ohio and the Mid-Ohio Valley***

“Expanding Local Food Demand Networks and Impacts in Appalachian Ohio, and the Mid-Ohio Valley” will accelerate the growth of a rural local food venue, the Chesterhill Produce Auction (CPA), its community, and the food networks it serves. The CPA aggregates 141 farmers, primarily from StrikeForce Counties Morgan and Athens, and distributes into LI/LA census tracts. While CPA has grown by 360 percent since 2009, the nearby Village of Chesterhill, (19 percent poverty), has not fully accessed this economic activity. To sustain the CPA as a social enterprise, market access needs to grow. The CPA addresses food deserts, farm to school, healthy food access, and economic development in Appalachian Ohio and Mid-Ohio Valley. This project takes existing infrastructure— including the venue, refrigerated truck, food storage, processing, a network of farmers, consumers, and partners—and increases production, consumer access, farmer income, and local economic opportunities. The project ensures the CPA’s future ability to serve the LFA/LFI demand networks by expanding into markets in the Marietta and Parkersburg MSA, using online sales to expand market base, partnering with the Village of Chesterhill and Chesterhill businesses, and increasing corner store and road side food access to drive 20 percent growth for the CPA over 2 years.

## Oklahoma

<b>Recipient:</b>	Choctaw Nation of Oklahoma Durant, OK	<b>Award Amount:</b>	\$100,000.00
		<b>Match Amount:</b>	\$35,000.00
<b>Project Type:</b>	Planning	<b>Total Project Amount:</b>	\$135,000.00

***Bridging The Gap Between the Local Food Economy and Food Access - The Choctaw Nation Food Hub Assessment***

The Choctaw Nation is designated as a USDA Food Desert, a StrikeForce region where areas of persistent poverty exist and the first tribal Promise Zone, which reflects enormous socioeconomic need within our communities. The purpose of the Choctaw LFPP project is to conduct an analysis of the existing agriculture production system throughout the tribe’s rural 11-county service area to find the best approaches to establish a sustainable business network in the food chain between producers and consumers. Goals of the \$135,000 project are to determine the feasibility of establishing a food hub in Idabel, OK, including assessment of the region’s infrastructure (number of farmers and ranchers, labor force, current market opportunities, and food processing capabilities), as well as the evaluation of physical, technical, and financial infrastructures within the 18-month project period. Expected outcomes include evidence of core competencies to create new market opportunities and the best approaches to increase the consumption of and access to local food products as well as the viability for project sustainment. An inventory of available resources and resource gaps is fundamental in establishing a local food enterprise to bridge the gap between producers and consumers.

## Oregon

<b>Recipient:</b>	Adelante Mujeres Forest Grove, OR	<b>Award Amount:</b>	\$343,403.00
		<b>Match Amount:</b>	\$114,468.00
<b>Project Type:</b>	Implementation	<b>Total Project Amount:</b>	\$457,871.00

### ***Adelante Mujeres Distributor and CSA: Expanding Markets for Culturally-Appropriate Local Foods***

The Adelante Mujeres Distributor and CSA: Expanding Markets for Culturally Appropriate Local Foods project increases market access for Latino farmers' products, with an emphasis on culturally appropriate local foods, through the Adelante Mujeres Distributor and CSA (Community Supported Agriculture Program). The project also seeks to increase Latino farmers' capacity to provide a supply of high quality produce that meets food safety guidelines, thereby ensuring continued market access. We expect the following outcomes over the 3-year project period: 1) Improved efficiency, infrastructure, and capacity of Adelante Mujeres Distributor and CSA; 2) Increased sales of participant farmers' products, with 30 percent of total sales consisting of culturally appropriate foods; 3) Adelante Mujeres Distributor and CSA will be positioned for long-term financial viability, and; 4) A distribution model will be compiled and shared with interested parties.

<b>Recipient:</b>	Ecotrust Portland, OR	<b>Award Amount:</b>	\$94,841.00
		<b>Match Amount:</b>	\$31,614.00
<b>Project Type:</b>	Planning	<b>Total Project Amount:</b>	\$126,455.00

### ***Establishing Markets for Local Proteins: Coordinating Supply to Meet Institutional Demand***

Many small farms and community fishermen are interested in building their markets by increasing domestic consumption of and access to locally and regionally produced and harvested food. They are also interested in expanded access to local institutional markets, which would allow them to move higher volumes of product and run more reliably profitable businesses. With this project, Ecotrust will develop and test a framework for Institution Supported Agriculture (ISA), a scaled up version of Community Supported Agriculture (CSA) appropriate to institutions and other large-scale food buyers seeking to source local protein from regional farmers, ranchers, and fishermen. The framework will facilitate coordinated protein purchasing by the members of the NW Food Buyers' Alliance (NWFBA), complementary production by regional producers/harvesters, and aggregation, processing, and distribution logistics supported by partners such as Corfini Gourmet and B-Line Sustainable Urban Delivery. Outputs from the project will include coordination of a draft whole animal purchasing model, a proposal to implement a single season of the ISA, and purchasing commitments between buyers and producers. Intended outcomes include increased sales of locally raised/harvested proteins from local producers to regional institutions and an increase by participating institutions in the number of meals served using local proteins.

## Pennsylvania

<b>Recipient:</b>	Greensgrow Philadelphia Project Philadelphia, PA	<b>Award Amount:</b>	\$100,000.00
		<b>Match Amount:</b>	\$39,999.00
<b>Project Type:</b>	Planning	<b>Total Project Amount:</b>	\$139,999.00

### ***Sourcing low-income CSAs through urban farming and food recovery***

Greensgrow is applying for an LFPP planning grant to explore and pilot expanding its SNAP Box low-income CSA program through the purchase and processing of surplus produce and "seconds" from urban farmers. The Greater Philadelphia Coalition Against Hunger shows that families using SNAP are challenged in accessing fresh food, budgeting their benefits throughout the month, and finding resources for developing new food preparation skills. Greensgrow's SNAP Box program addresses all of these challenges by providing a framework for participants to use their benefits to access fresh food at convenient locations through our farm sites or Mobile Market locations, participate in on-site food preparation and nutritional education workshops, and budget their benefits through the CSA structure to ensure consistent access.

Greensgrow will work with urban farmers to increase efficiency and create an additional income stream for increased sustainability. The project will include purchasing leftover produce "seconds" that are typically discarded. This produce will be processed in Greensgrow's community kitchen and distributed through the SNAP Box program, increasing the supply of locally-sourced food items, creating jobs, and adding a revenue stream for local farmers.

## South Carolina

**Recipient:** Swamp Rabbit Cafe and Grocery, LLC  
Greenville, SC

**Award Amount:** \$321,334.00

**Match Amount:** \$118,750.00

**Project Type:** Implementation

**Total Project Amount:** \$440,084.00

***The Swamp Butchery: Fresh Local Meat for All project will establish the addition of and equip a local-only butchery to increase the sale of local meat by 150%.***

A huge gap in the Upstate of SC's food system is the marketability of local meat. The Swamp Rabbit Café and Grocery (SRCG) is one of the few outlets where local meat can be purchased retail, but only in frozen, vacuum-sealed packing with unattractive labels, packed in merchandizers. Packaging and display play a significant role in meat sales, and the current limitations of merchandizing local meats truncate the number of consumers who will purchase them. In order to better market local meats to consumers, SRCG plans to open a butchery dedicated to local meat by improving one of its existing kitchens. Through the addition of a butchery and the launching of a targeted marketing and educational campaign, SRCG anticipates that the Swamp Butchery will more than double the sales of local meat to consumers, and double the number of consumers who purchase local meat. SRCG will also market local meats to its existing and to future wholesale clients, tripling the number of wholesale clients using local meats and value-added meat products. Building on its past successes, this project will further enhance the ability of Greenville's premiere local food aggregator to move local products from farmers to consumers.

## Vermont

**Recipient:** Environmental Mediation Center, Inc.  
Moretown, VT

**Award Amount:** \$70,937.00

**Match Amount:** \$42,770.00

**Project Type:** Planning

**Total Project Amount:** \$113,707.00

***Increasing communication and collaboration between New Hampshire's meat producers and processors to increase production, lower the cost of production and increase the availability of local meat.***

There is a strong demand for locally raised and processed meat in New Hampshire but current challenges limit the availability and affordability to residents. New Hampshire has hundreds of small pasture-based beef producers and thousands of poultry producers who process a small number of animals each year. There are only four USDA certified processing facilities and one non-USDA certified poultry facility in New Hampshire. The combination of hundreds of small producers and few processors results in scheduling challenges for processing during high season, high transportation costs, and high production costs. These infrastructure constraints limit the ability of producers and processors to meet the demand for affordable locally raised meat.

This project will increase communication between meat producers and processors to develop efficiencies and strategies to increase production and processing of affordable local meat. The project will utilize focus group meetings with producers to identify challenges they face to reduce the cost of production and increase production. The project will also include focus group meetings with processors to identify the challenges processors face. Finally, the project will form a producer-processor working group to explore different models of production and seek efficiencies in the producer-processor relationship.

# Virginia

<b>Recipient:</b>	Appalachian Sustainable Development Abingdon, VA	<b>Award Amount:</b>	\$299,231.00
		<b>Match Amount:</b>	\$99,826.00
<b>Project Type:</b>	Implementation	<b>Total Project Amount:</b>	\$399,057.00

## ***Second to None: Marketing Local Cosmetically Imperfect Produce in Central Appalachia***

In the United States, 40 percent of all food produced goes to waste. Appalachian Sustainable Development's (ASD) proposed LFPP project, Second to None: Marketing Local Cosmetically-Imperfect Produce in Central Appalachia, will harness the opportunity created by that waste to open new markets for small and new/beginning farm operations in Central Appalachia. By establishing a branded product line of cosmetically-imperfect "farm seconds," the proposed LFPP project will generate revenue for local farmers and create access to healthy locally produced food for low-income consumers.

Sourced from 45 small and mid-sized Appalachian farmers, ASD's Appalachian Harvest food hub will sell farm seconds in 20 retail sites reaching a population of at least 100,000 consumers and will save 200,000 pounds of food from waste. Appalachian Harvest will generate \$140,000 in revenue from the sale of cosmetically imperfect produce, returning \$100,000 to local farmers.

With "farm seconds" priced at least 30 percent below standard produce, the project will also lower the cost for consumers buying produce at their neighborhood supermarket. This affordability will go a long way in supporting the almost 19 percent of people in Central Appalachia living below the poverty line and increase their access to local, healthy fruits and vegetables at affordable prices.

<b>Recipient:</b>	Health Care Without Harm Reston, VA	<b>Award Amount:</b>	\$459,778.00
		<b>Match Amount:</b>	\$153,757.00
<b>Project Type:</b>	Implementation	<b>Total Project Amount:</b>	\$613,535.00

## ***Nourished by New England: Regional Food Procurement in the Health Care Sector***

New England has established a goal to produce 50 percent of its food by 2060. The region will achieve this goal through a diverse network of financially viable mid-sized farms. To support such farms we must enhance their ability to serve institutions which represent over \$1 billion in purchasing power, yet currently spend only 16 percent of their budget on regional foods. One often cited reason for limited procurement of regional foods is limited availability through broadline distributors and via approved product status, referred to as "on-contract" with management companies. The purpose of Nourished by New England is to develop a cohort of local farms that are able to meet health care demand for regionally produced foods.

The goals and expected outcomes of this program are multiple:

- 1) Provide enhanced support, through technical assistance and promotion, to a cohort of 24 farms to support their growth to meet institutional demand.
- 2) Increase institutional customers, by an average of 2 per farmer, for the cohort of 24 farms.
- 3) Increase the number of farms approved by management companies or available through broadline distributors by at least 12.
- 4) Educate and increase preference for local foods among patients, visitors, and staff.

**Recipient:** National Fisheries Institute  
McLean, VA

**Award Amount:** \$265,078.00

**Match Amount:** \$88,410.00

**Project Type:** Implementation

**Total Project Amount:** \$353,488.00

***Local Food Promotion Program (LFPP)***

U.S. fishing communities and harvesters face a suite of challenges in the present day, from changing climate to decreasing catch limits. Community-supported fishery (CSF) programs have the potential to provide substantial economic benefits for harvesters. Most CSFs to date have targeted primarily affluent and white consumers, leaving a more diverse market untapped. This project will develop, implement, and assess a CSF that connects fishermen and aquaculture farmers on the New Jersey shore with a racially and economically diverse group of urban consumers in Philadelphia. New Jersey harvests and cultivates a wide variety of finfish and shellfish species, while Philadelphia is a large metropolitan area with a diverse, vibrant local food culture. This CSF has two specific innovative components: 1) it will be the first in the country to strategically target a racially and economically diverse, urban, consumer population; and 2) it will be run out of a high school, and day-to-day operations will be coordinated by trained high school students. Led by a diverse and experienced team, this project will result in not only a working direct marketing arrangement and outreach plan in the New Jersey-Philadelphia area, but also the tools to implement similar successful projects elsewhere.

## Wisconsin

**Recipient:** Board of Regents of the UW-System, UW-Extension  
Madison, WI

**Award Amount:** \$500,000.00

**Match Amount:** \$166,667.00

**Project Type:** Implementation

**Total Project Amount:** \$666,667.00

***Creating Second Stage Food Hub Financial Success Through Experiential Financial Management Training and Consulting Interventions***

In order for Food Hubs to survive, they need to successfully scale-up from startup phase to reach financial sustainability. This transition requires food hub managers to package their financial requests and raise significant amounts of money from traditional sources of funding, including both traditional lenders and equity investors. This process is very difficult because Hub managers typically do not have backgrounds in finance, nor do the technical assistance providers who work with them. As a result Food Hubs continue to lose money instead of repositioning themselves to successfully raise money and grow.

This project seeks to leverage the existing financial management training and financial packaging consulting of UW-Extension's Food Finance Institute and the Edible-Alpha digital learning and open source consulting platform it is currently implementing, to deliver financial management certification and training programs that will create a national network of trained technical assistance providers and hub managers who can accelerate their growth and reach financial sustainability. Through this project, 60 technical assistance providers and a minimum of 100 food hub managers will receive both certification training on and access to the curated, open-source consulting platform's tools and virtual financial management consultant community of Edible-Alpha.