

**Delaware State University–Delaware Center for Enterprise Development**, of Dover, DE received \$76,958 to promote the recruitment and retention of new farmers at farmers markets and other direct-to-consumer marketing outlets and develop professional expertise for farmers market managers and vendors in the Delmarva Peninsula.

[Final Report FY 10](#)

# FARMERS MARKET PROMOTION PROGRAM

## 2010 FMPP Final Performance Report

Prepared by: A. Scott-Hynson-Project Manager

**Grant Number:** 12-25-G-1139 / DE-089-2010-G-1139

**Submitted to:** Farmers Market Promotion Program (FMPP) Grants  
Attention: Mr. Karl Hacker  
Marketing Grants and Technical Services Branch, MSD, TM  
USDA, Agricultural Marketing Service  
1400 Independence Ave., SW, Room 4509-South Building  
Washington, DC 20250-0267

**Submitted by:** Delaware State University  
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March 7, 2013

Farmers Market Promotion Program (FMPP) Grants  
Attn: Mr. Karl Hacker - Economist  
Marketing Grants and Technical Services Branch, MSD, TM  
USDA, Agricultural Marketing Service  
1400 Independence Ave., SW, Room 4509 – South Building  
Washington, DC 20250-0267

Dear Mr. Hacker:

I am herein submitting our 2010 Final Performance Report for our FMPP Grant. The report contains an explanation of all activities completed and expenditures made during the period of October 1, 2010 through November 30, 2012. Please note that a no-cost extension was granted.

The hard copy narrative will be mailed. The financials, power-points, surveys, flyers, pictures and other attachments will also be included. A comprehensive electronic file is available upon request. I

It has been a productive partnership and I am certain you will be pleased with the services we have been able to provide Delaware farmers as a result of your grant. Please contact me at (302) 857-6954 if you have questions.

Thank you

Lillie Crawford  
Director

# 2010 FMPP Final Performance Report

**Date:** March 7, 2013

**Recipient Name:** Delaware Center for Enterprise Development (DCED)

**Title of Project:** Agriculture Business Training and Development Initiative (ABTD)

**Grant Number:** 12-25-G-11139/ DE -089-10-2010-G-1139

**Location:** Dover, Delaware State University

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**Project Summary:** The ABTD project was proposed to educate and train minority farmers, farm vendors and value added food producers to become more professional in business practices and to provide skills needed to increase profit for their businesses. DCED noted a problem in the lack of professional services for small farmers, farm vendors and value added food producers. To solve this problem DCED provided services through the Agriculture Business Training and Development Initiative. The project activities included professional development, and management strategies for small farms and farm markets, networking, management guidance, technical assistance, business plan development and educational workshops tailored to early stage farmers/farm vendors. Other tasks included exposure for experiential learning, use of a commercial licensed kitchen, canning demonstrations, minority farm tour, farmers market fair and increased sales opportunities through farm market vending. During the course of the grant period meeting the project initiatives resulted in an estimated cost of approximately \$100,000. Some of the major benefits received by farmers/farm vendors and value added food producers included:

- 100% of DCED's Food Business Incubation Center's farmers/farm vendors and value added food producers were nationally certified in food safety
- 30 minority farmers, farm vendors and value-added food producers attended a two day bus tour to Virginia to receive hands-on training –maximizing crop production
- Over 100 people participated in DCED's first Annual Farmers Fair: Value-Added Cook-Off.
- Over 30 farm market managers and over 250 farmers were provided opportunities to increase their businesses professionally through DCED's services
- Minority farmers/farm vendors and value-added food producers were able to receive canning demonstrations on producing value-added products; and 40 farmers were trained in proper canning techniques for value-added products
- Farmers were provided an opportunity for 2 free uses of the commercial kitchen

Farm market expansion increased through DCED's partnership with the Smyrna Farm Market. Vendors noted an increase in sales through this venue as well as the Farmers Fair and the use of the commercial licensed kitchen. These revenue generating services positioned participating farmers/farm vendors and value added food producers to slightly increase profit. Value added specialty food production increased by \_\_\_\_% and farm vending increased by \_\_\_\_%.

## **Project Approach**

The general goals and objectives of the project was to recruit and retain farmers to participate at farmers markets and other direct-to-consumer marketing outlets by providing training, education, technical assistance and venues to support farmers/farm vendors. The secondary goal was to develop professional expertise for farmer's market managers to effectively manage and/or operate farmers markets and other direct marketing enterprises, including on-farm markets. The goals were met by achieving the following objectives:

- Hired qualified staff to Manage/oversee the ABTD initiative
- Developed credible partnerships to actively support the goals
- Subcontracted with professional service providers
- Engaged in continuous outreach
- Developed relevant custom training materials, offered experiential learning opportunities
- Removed obstacles to create access for training
- Assessed skills
- Provided opportunities for expansion of sales
- Provided opportunities for increase in value-added production

The types of strategies used to meet the objectives were as follows:

- Retained current Food Business Incubation Center (FBIC) Manager as overseer
- Partnered with Delaware State University's Cooperative Extension Small Farms Program and the School of Human Ecology, NCRS, Department of Agriculture and USDA
- Subcontracted with Certified Proctor/Trainer for Food Safety Certification and Greening Your Food business Trainings
- Recruitment & Outreach
- Developed custom training materials
- Eliminated transportation obstacles for rural farmers to access training through the use of the mobile training classroom
- Provided canning demonstrations and experiential opportunity to do ethnic farming
- Created opportunities for massive production through use of commercial licensed kitchen
- Created opportunities for increased sales through market expansion and farmers fair

The major activities that were used to support the strategies included:

- Arranged the FBIC advisory board to include DCED partners
- Hired subcontractor to do ServSafe® Certification trainings & Greening Your Food Business Trainings
- Created Newsletter and developed new brochure
- Networked/advertised through local chamber
- Developed trainings: Farm Market Etiquette, Marketing for Farmers, Value-Added Specialty Food Preparation, and Nutritional Cooking with Farm Grown Foods/Herbs
- Utilized the Mobile Entrepreneur Training (MET) Bus for Quickbooks Training
- Used the FBIC Commercial licensed kitchen for Canning Demonstrations
- Arranged a trip for minority farmers to learn about ethnic crops in Virginia
- Created eblast specifically for farmers to promote training opportunities and workshops
- Expanded Sales Opportunities- Smyrna Farm Market and Farmers Fair
- Provided Nutritional labeling and food science analysis

## **Goals and Outcomes Achieved**

Important accomplishments of the goals were:

- DCED's Outreach efforts resulted in the highest number of African American minority farmers ever recruited by any school at Delaware State University, including the College of Agriculture and Related Sciences.
- During the FMPP Grant cycle DCED was able to reach approximately 30 minority farmers/farm-market managers and value-added food producers. These 30 participants were provided technical assistance and experiential opportunities in growing ethnic crops and canning.
- Through workshops, conferences and training sessions DCED was able to meet/exceed the goal of providing technical assistance services to over 30 farmers and 250 farm businesses whose food products represented their core business.
- DCED was able to provide Food Safety Training to 25 farmers who now are nationally certified in food safety by the National Restaurant Association through the ServSafe® Certification program. The certification is good for 5 years.
- Farm vendors and/or value-added food producers were provided canning demonstrations in preparing jellies, sauces and relish.
- Low income residents at the Shepherd's House ( a shelter for homeless women and their children) were provided farm fresh produce from the NCRS and provided demonstrations on proper preparation for cooking vegetables and educational information on nutritional values associated with over 15 herbs and spices. This demonstration was hosted by DCED, NCRS and Delaware State University Nutritionist from the School of Agriculture
- DCED was able to provide food labeling services to 20% clients and 10% clients were able to get food science analysis. This was done in partnership with the Delaware State University School of Human Ecology.
- All Farmers were provided the opportunity to have two free uses of the commercial licensed kitchen. DCED experienced a 40% increase in usage by farmers/farm market managers and value-added food producers which resulted in an estimated 500% increase in production.
- In partnership with the Smyrna Farm Market Council , the Department of Agriculture's Supplier Diversity Conference and DCED's Farmers Fair: Value-Added Cook-off, farmers/farm market managers and value-added food producers were able to was able to expand sales opportunities.
- DCED provided over 12 trainings to more than 100 farmers were encouraged through workshops, either directly or in partnership with USDA and DSU's Cooperative Extension Program, to participate in Delaware State University's Farm Market and to use the Commercial kitchen managed by DCED's FBIC.
- DCED also met the goal of training 20 farm market managers in partnership with the DSU's Small Farms Program.
- Farmers reported an overwhelming increase in farm education and professionalism as a result of DCED's services (see attached surveys)

## *Goals & Objectives Achieved Details:*

### Outreach

The following conferences provided major opportunities for advertising and promoting the services provided to farmers and value-added producers:

- The Coalition of Delaware Entrepreneurs (CODE) conference (225 Attendees)
- Profiting From a Few Acres (80 attendees)
- Delaware Department of Agriculture's Supplier Diversity Conference (140)
- The Farmer and The Chef Cook-Off Competition (1600 attendees)
- Nation of Islam: Healthy Eating and Living Healthy (160 attendees)

### Education/training/technical assistance

During the grant period DCED's outreach efforts to reach the targeted market (farmers) surpassed the goal of the Agriculture Business Training and Development Initiative (ABTDI). Because of the outreach efforts DCED was able to provide more services to farmers and value-added producers. DCED was able to focus on training, workshops, business plan development, procurement, marketing, food safety and crop development. In partnership with stakeholders and supporters, DCED was able to meet/exceed the expected level of performance in many of these areas.

- 25 farmer/farm managers and specialty food producers and others were provided National Food Safety Certification and *Going Green* in the food industry. Each session consisted of approximately 20 hours of intense training under a certified Proctor/Trainer. All Participants are now Nationally Certified in ServSafe® Essentials up to the year 2016-2017. This certification is authenticated by the National Restaurant Association (NRA). Participants were tested at the close of each of the training sessions and score sheets were submitted to NRA. If the participant passed they received a 5 year certificate. Trainings were held on August 2011, October 2011 and February 2012.
- A 4 week training series (2/29-12-3/21/12) on Farming: Innovation and Entrepreneurship attracted 25 participants enrolled in DSU's Small Farms Program. The four week series trained farmers on innovative ways to generate income, professionally present their businesses at farm market stands and steps on how to develop a business plan. DCED attended all sessions and provided two full training sessions to the farmers entitled, The Four P's of Success and Marketing Your Farm Business (see attachments). DCED promoted value-added production and provided canning books, organic farming books and canning equipment to several farmers. Participants were able to tour the Food Business Incubation Center's commercial kitchen. (*Survey results attached*)
- DCED purchased several books and other materials to promote the FBIC commercial kitchen to farmers and to provide instruction on how to do organic farming the right way as well as how to manufacture specialty value added foods. Other supplies/materials include canning equipment, recipe holders, vegetable strainers, and USB computer drives to assure easy and organized access to their farm business data. These items cost approximately \$2,500.

- Financial one-on-one technical assistance has been provided for farmers interested in applying for the USDA SARE Grant. Participating farmers expressed a major interest was in securing funds to do value-added manufacturing of specialty food items and to secure funds for Aquaponic farming.
- DCED in partnership with the DSU Cooperative Extension Small Farms Program provided opportunities for access to training to over 80 farmers. This two-day training, Profiting from a Few Acres, consisted of business plan preparation opportunities, marketing strategies and opportunities for individual technical assistance.
- Technical assistance to farmers and specialty food producers is consistently performed by the FBIC Program Manager and staff consultants. During the final quarter technical assistance has been in the areas of marketing, business licensing, business plan development, food safety, developing contracts, farm business start-up, management/projections, farm market display options/strategies, funding, human, federal and USDA guidelines, cash flow/how to assess profit, record keeping, how to motivate staff, and moving from the farm to the farm market.
- Farmers in rural economically depressed areas were able to request training on-site using the MET Bus. Rural farmers are often unable to attend trainings due to transportation barriers. MET was well received as a venue for providing technical assistance with business plans, marketing and financial planning to economically underprivileged rural farmers.
- All farmers/farm market managers and value-added food producers were trained on FBIC's Commercial Kitchen safety procedures and equipment use.

#### Business Expansion/Growth Opportunities

- Participants were requested to display their products at the DSU Cooperative Extension Farm Market (2011 & 2012) and the Smyrna Farm Market (2012) during the months of May through October.
- DCED requested that all farmers join the Cooperative Extension Small Farms Program to get access to land cultivation services and risk management services at no cost. Over 90% of the minority farmers participating in DCED programs joined the Small Farms Program during the final quarter of the grant period.
- In partnership with the State Department of Agriculture (DOA), DCED was requested to submit names of current clients who currently sell specialty food products to consumers. DOA then provided an avenue for clients to promote their value-added product to the major retailers in the state who were on the market for new products. Over 60% of DCED's referred clients attended the event. DCED attended the event and promoted the commercial licensed kitchen to value added producers. This event attracted 140

participants and DCED was able to provide and promote more services to specialty food producers.

- DCED was requested to promote the FBIC at the Code conference (February 25, 2012). DCED was able to present a training power point to over 225 attendees and was available to provide technical assistance to interested participants. The presentation focused on the services that the commercial licensed kitchen offers with an emphasis on the incubation process, benefits and value-added production.

DCED closed the quarter of the FBIC making excellent strides in the urban community in an effort to promote healthier eating in desert areas and has introduced the DSU Cooperative Extension Small Farms program to underprivileged residents who are actively farming or interested in farming but lack knowledge in the process of farming and business of farming.

**Beneficiaries**

DCED targeted economically depressed areas to be serviced under the FMPP grant and was able to reach the target population through extensive outreach. The chart below captures the demographics of the populations served.

<b>Event Topic</b>	<b>Date(s)</b>	<b>Attendance</b>	<b>Location</b>	<b>Ethnic</b>
Greening Your Food Bus./ServSafe® Certification	10/21-22/11, 8/2011 2/3-4 2012	27	Rural & Urban	H, AA, J, C, HA,
Immigrant Producer Series	11/19/11& 5/7/2013	27	Rural	Urban AA
State Department of Ag. Supplier Diversity Conf.		140	Rural	C/AA
CODE Conference	2/25/12	354	Statewide	AA/C
Farming Innovation & Entrep.	2/29-3/21	25	Rural	C/AA
Urban/NOI Seed to Feed Conference		160	Urban	AA/U
Sm. Bus. & Farm Funding	3/22/12	27	Rural	AA/ C/S
Farmers Market Tour	8/2/2013	32	Rural	AA
Shepherd’s Place	10/4/2011	12	Rural	AA/C
Profiting From a Few Acres	12/13,2011	80	Statewide	C/AA/H
FarmersFair: Value-Added Cook-Off	11/21/2013	102	Rural	AA/C/H/Ch
Canning Demonstration	4/21/11/5/11/ 2011	10	Rural	C/AA

Jamiacan-J C-Caucasian AA-African American H-Hispanic HA-Haitian I- Indian Chinese-Ch Rural-R U=Urban S=Statewide

Though, the services were diverse in ethnicity, all participants were predominately economically disadvantaged and largely from the rural areas of Delaware. The participants emphasized the significant impact that DCED's services provided under the FMPP which assisted them in the growth, productivity and professionalism of their farm/farm market stand and value-added producer sales businesses. *(See survey comments attached)*

The FMPP funding has benefited farmers and specialty food producers largely in the Kent County area which is located in central Delaware. Exclusive to farmers and value-added producers is 2 free uses of the kitchen. This is valued at \$370 per farmer and value-added producer. They are also provided ServSafe® certification, which provides a top prestigious certification for 5 years as experts in food safety, this is valued at \$125. Farmers are provided textbooks upon request on How to Start a Business, Organic Farming, and Canning/Specialty Food products. Farmers and value-added producers are exempt from the cost of all DCED sponsored workshops, seminars and conferences. This is valued at an average \$60 per workshop. In addition, farmers and value added producers enrolled in the FBIC program have free farm market space from the months of May through October. (This is valued at an average seasonal cost of \$560 per season). All cost are directly or indirectly associated with the funding of the FMPP grant. Several farmers have also been able to get free complete canning equipment from DCED.

### **Lessons Learned**

The strategies used to reach the goal were successful; however DCED was not able to meet the initial deadline and had to request a one month extension. DCED's Center Director had to secure funds to support the Program Manager's position in order to complete the FMPP project. This delayed the close-out and was partly responsible for missing the deadline date.

A strategy that DCED overlooked was a method of capturing actual increase in dollars for businesses served. DCED would approach this differently by developing strategies to capture specific profit data from the businesses.

The unexpected extremely positive results were the outcomes from the minority farm bus tour (see attached) and the participation in the farmers fair. Another result was that the outreach efforts resulted in locating more African American minority farmers in the state of Delaware.

If DCED were to receive funding from FMPP in the future a more structured plan would be in place to balance the goals and objectives and the personnel requirements; and, as mentioned, the capturing of financial data relevant to the growth of businesses.

### **Additional Information**

The exposure and training supported by the FMPP grant has placed DCED at the forefront in promoting and tailoring farm businesses, particularly those interested in value-added production. The FBIC has become known and respected by many farmers in Delaware.

**Contact Person**

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