



Community Action Plan for Hindman, Kentucky

LOCAL FOODS, LOCAL PLACES TECHNICAL ASSISTANCE

August 2018



For more information about Local Foods, Local Places visit:

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

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All photos are courtesy of EPA unless otherwise noted.

COMMUNITY STORY

Hindman, Kentucky, is a small town of fewer than 800 people situated in a narrow valley at the fork of Troublesome Creek along Kentucky Route 80.¹ The town was founded in 1884 as the seat of newly established Knott County and named after former lieutenant governor James P. Hindman. At its founding, the town was little more than a collection of log cabins crisscrossed by unpaved wagon roads. Rugged terrain prevented rail service from reaching Hindman, and the area's relative isolation in the eastern Kentucky mountains limited immigration and population growth. The current population is 97 percent white, reflecting the area's original settlers.²



Figure 1 – Historic buildings on the Hindman Settlement School campus sit along the Troublesome Creek.

Located in the eastern coalfields of Kentucky, Hindman's economy has historically depended on mining, and the decline of the industry has seriously impacted the town. Annual employment in coal mining in eastern Kentucky fell from 13,020 in 2010 to 4,039 in 2017.³ Thirty-five percent of individuals in Hindman are living below the poverty level, and median household income is just over \$22,000.⁴



Figure 2 – Commercial buildings along West Main Street comprise a compact downtown in the valley bottom surrounded by forested mountains.

In the face of economic challenges, the Hindman Settlement School has become an important institution in the community. The Settlement School opened in 1902 as the first of several Appalachian settlement schools throughout the region that aimed to educate children and improve the community. No longer a school, the organization continues to work to improve the lives of Knott County residents through programs in dyslexia tutoring and support, cultural heritage, and local food. The Settlement School has implemented gardening programs to equip local individuals with the tools, knowledge, and resources to produce food for their families. Over time this program has expanded to include training for farmers to sell their goods at markets and produce value-added products for direct sale to consumers with the help of the Settlement

¹ U.S. Census Bureau. "2012-2016 American Community Survey 5-Year Estimates." https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml. Accessed Oct. 15, 2018.

² Ibid.

³ Kentucky Energy and Environment Cabinet. "Kentucky Quarterly Coal Report: April to June 2018." [http://energy.ky.gov/Coal%20Facts%20Library/Kentucky%20Quarterly%20Coal%20Report%20\(Q2-2018\).pdf](http://energy.ky.gov/Coal%20Facts%20Library/Kentucky%20Quarterly%20Coal%20Report%20(Q2-2018).pdf).

⁴ U.S. Census Bureau. Op. cit.

School's certified canning Kitchen. In 2017, the Settlement School opened space on its campus to host a new downtown farmers market, encouraging residents to support and grow the local food system.

Leaders at Hindman Settlement School hope to capitalize on the momentum of the farmers market while it is young, developing it as a cornerstone of downtown activity that will become a weekly hub in the town. In addition to gathering the community together, organizers hope the market will also spur economic activity with local farmers, crafters, and entrepreneurs and reverse the decline Hindman has seen in the recent years. Regional partners, such as the County Chamber of Commerce, the Kentucky Department of Agriculture, and Kentucky State University have also lent their support to this project, increasing the chances for its success.

With these goals in mind, the Hindman Settlement School requested assistance through the Local Foods, Local Places program in 2017 to develop an action plan for promoting local food systems and healthy, walkable, economically vibrant communities. The goals of the Local Foods, Local Places program are to create:

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

The Local Foods, Local Places program is supported by the U.S. Environmental Protection Agency (EPA), the U.S. Department of Agriculture (USDA), the Centers for Disease Control and Prevention, and the Delta Regional Authority. Hindman was one of 16 communities selected to participate in the program in 2018.

The Hindman Settlement School formed a Local Foods, Local Places steering committee in preparation for this technical assistance award comprised of a variety of community partners (Figure 3). They were supported by a technical assistance team from multiple federal agencies (Figure 4). The Steering Committee and technical assistance team together planned for a community workshop that would help Hindman strengthen the local farmers market and determine the next steps for several food-based initiatives, including a certified canning kitchen that can help address the loss of coal-based jobs and tax revenue by creating new opportunities for producers, food crafters, and entrepreneurs.



Figure 3 – Steering Committee Members



Figure 4 – Technical Assistance Team

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

ENGAGEMENT

The technical assistance process for Local Foods, Local Places has three phases (Figure 5). The planning phase consists of three preparation conference calls with the steering committee and technical assistance team to clarify goals and arrange workshop logistics. The convening phase includes the effort’s capstone event—a two-day workshop in the community. The action phase includes three follow up conference calls to finalize a community action plan and strategize on how to maintain momentum generated during the workshop. The community workshop was held August 28-29, and the activities those days are described below. Workshop exercise results are included in **Appendix A**, workshop participants are listed in **Appendix B**, a workshop photo album is in **Appendix C**, a community data profile in **Appendix D**, funding resources in **Appendix E**, and general references in **Appendix F**.

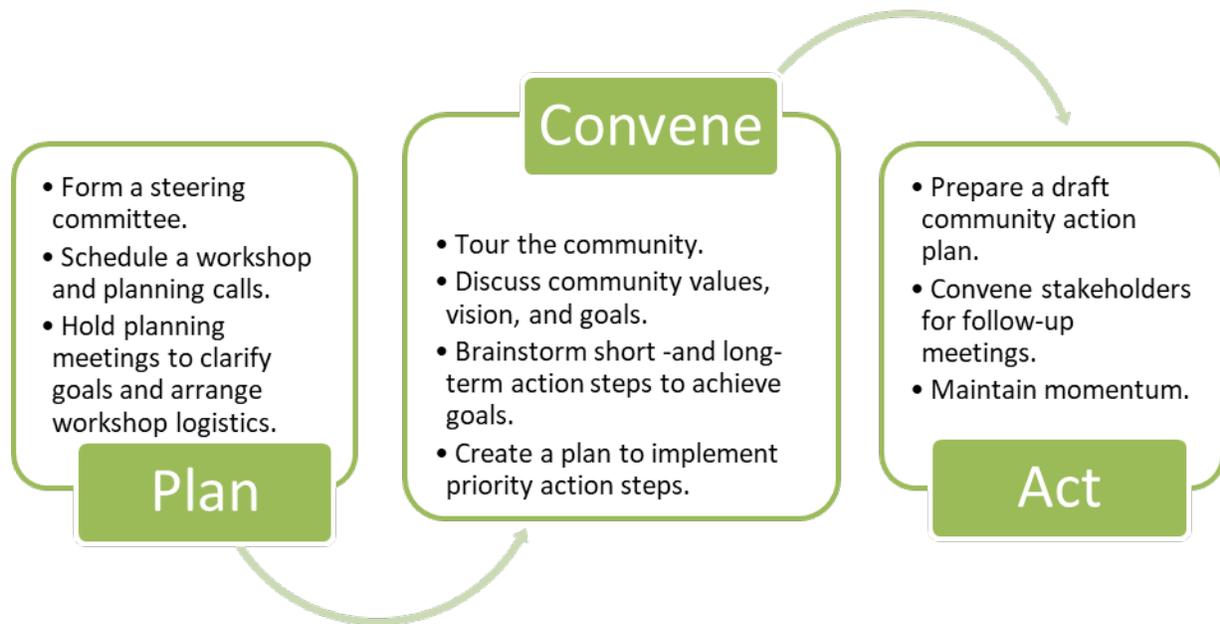


Figure 5 - Local Foods, Local Places Technical Assistance Process Diagram

COMMUNITY TOUR

The Local Foods, Local Places steering committee organized a tour of key sites in Hindman for the technical assistance team. The purpose of the tour is to provide federal partners a tangible sense of what is going on in the community related to the local food system and community revitalization efforts. It also can help the steering committee see their community with a fresh perspective and think about what the community’s key assets are, what could use some improvement, and how connected or disconnected key locations are.



Figure 6 – Alice Lloyd College opened a new campus center for the fall 2018 semester that houses a new fitness center, student lounge, and gymnasium.



Figure 7 – The Appalachian Artisan Center features exhibits by regional artists.

The tour began with a lunch at Pig in a Poke BBQ, one of the few independently owned restaurants in the area, with two other Kentucky locations. After lunch, participants visited Alice Lloyd College (Figure 6), which offers a four-year tuition-free education to students from 108 Appalachian counties. Most of the college’s roughly 600 students come from the seven or eight surrounding counties, and close to 70 percent choose to stay in the area after graduation. The tour group spoke with Scott Cornett, the Dean of Students, about potential opportunities to source local food in the college’s food system, use work-study students who stay on campus during the summer to support local food production, and encourage more food-based entrepreneurship among graduates.

The group next visited downtown Hindman, stopping first at the Appalachian Artisan Center (Figure 7) where Chris Boyd, Director of Fundraising and Development, provided a tour. Created in 2001, the Artisan Center helps grow the economy of eastern Kentucky by supporting artists in creating businesses. It includes a Museum of the Mountain Dulcimer, gallery space featuring regional artists, and a shop that sells art on consignment. In addition, it houses multiple affordable artist studios that were occupied at the time of the tour by a jewelry maker, print shop, and screen printer, among others. The Artisan Center also supports the Culture of Recovery project in partnership with local substance abuse recovery programs and the healthcare industry. It offers art and entrepreneurial workshops and apprenticeships in craft trades such as blacksmithing and ceramics. The Artisan Center’s building has an open rooftop with a nice view of the town. They currently host some events there and would like to enhance the rooftop to encourage more events and create another potential revenue stream.

Across the street from the Artisan Center, the tour group next visited the Appalachian School of Luthiery (Figure 8) where Master Luthier Doug Naselroad provided a tour of the workspace and an overview of its programs to teach construction of stringed instruments, including the acoustic guitar, flat mandolin, mountain ukulele, and banjolin. The Luthiery attracts students world-wide while also serving the needs of local residents such as through participation in the Culture of Recovery project. Together the Artisan Center and Luthiery highlight the rich cultural heritage of eastern Kentucky that Hindman showcases. This unique asset is helping



Figure 8 – Doug Naselroad demonstrates with one of the guitars made at the Luthiery.



Figure 9 – The Settlement Schools hosts the Knott county Farmers market once a week.

Hindman build on its strengths and attract a new generation interested in supporting Appalachian culture and the arts.

The tour group saw other downtown businesses and a prominent building that has been vacant for several years. Chris Boyd, also of the local Chamber of Commerce, discussed the efforts underway in Hindman to fill the empty space so that it can again contribute to downtown vitality rather than detracting from it.

After leaving Main Street, the group finished the tour at the Hindman Settlement School and had a chance to visit the farmers market (Figure 9), which had just opened for the day. The market had multiple vendors offering produce, mums, and local honey for sale under a permanent market structure that can provide shade and protection from rain when needed. The chance to see the market in operation set the stage for the workshop discussions of how to increase both vendor and customer participation.

VISION AND VALUES

During the workshop's first session on the evening of August 28th, Jason Brashear, Director of Foodways at the Hindman Settlement School, welcomed attendees and described the background that led to the application for Local Foods, Local Places assistance. Josh Mullins, Director of Advancement at the Hindman Settlement School, then described the more than 100-year history of the Settlement School that set the stage for the organization to begin promoting local foods in 2012, ultimately leading to the current Foodways program. Foodways works to expand mountain agriculture as a means to support producers, food crafters, and entrepreneurs who can grow the eastern Kentucky economy.

After opening remarks, the meeting facilitators introduced the Local Foods, Local Places program with a short presentation. The team highlighted the elements and benefits of a local food system and shared examples of other communities pursuing goals like those in Hindman.

The facilitation team then led attendees through an exercise designed to bring up core values of the community (Figure 10). Participants completed the statements, “I believe that Hindman...” and “I believe that Hindman’s local food system...” The exercise allowed participants to reflect on and share their beliefs with the group, which highlighted many of the common perspectives and aspirations among Hindman residents. Many residents expressed optimism about Hindman’s future and the opportunity for Hindman to build on its assets and become a model for how Appalachian communities can grow and prosper.

The facilitation team also asked workshop participants to write aspirational news headlines for 5-10 years into the future, imagining what progress they would like to see in the development of Hindman’s local food system and revitalization of downtown (Figure 11). Participants highlighted how they envision local foods could help improve the local economy and residents’ well-being. The complete set of community responses to each of the workshop exercises is in **Appendix C**.

I believe that Hindman...

- *Can improve health outcomes through local food systems.*
- *Can be a model community for the new Appalachian Economy.*
- *Has a unique culture, steeped in deep values yet is lacking education and access to proper vision on their health and future.*
- *Could prosper and become a model for health if people joined to help each other.*
- *Is here to stay and will continue to grow.*

I believe that Hindman’s local food system...

- *Is growing.*
- *Can create additional entrepreneurs.*
- *Can be improved by education and its use of existing assets.*
- *Needs more advertising to spread the word.*
- *Is precarious—there are many great ideas and initiatives, but there are too few people involved for it to be secure.*

Figure 10 – During a workshop exercise, participants completed the statements “I believe that Hindman...” and “I believe that Hindman’s local food system...” Some of thoughts shared during this exercise are shown above, reflecting the ideas that helped frame the workshop’s action planning sessions on day two.

ASSET MAPPING

The morning of the second workshop day was focused on generating ideas for how Hindman could achieve its goals. Attendees began by introducing themselves along with a favorite memory of a local food. A word cloud of responses shown in Figure 12 reveals some of the many happy memories that participants shared to set the tone for the day. After introductions, the workshop facilitators shared case studies from other Local Foods, Local Places projects in Ajo, Arizona, and Walterboro, South Carolina, and best practices from across the country for farmers markets and using arts as a place-making tool.

Attendees then participated in an asset mapping exercise designed to highlight Hindman’s existing assets and what might be missing that could help advance the community’s goals. Groups formed to “crowd source” workshop participants’ knowledge of the community food system and notable assets. Working in groups around maps of downtown and the region, participants plotted and inventoried favorite places and assets (blue), any areas needing improvement of some kind (red), existing food system elements (orange), and opportunities for new food system elements (green). The downtown map and its associated legend are included below (Figure 13). The regional map is included in Appendix D.

Future Hindman News Headlines

- *Hindman Becomes Epicenter for Small Businesses*
- *Local Food Store Expands to Open Others in Mousie, Carrfork, and Red Fox*
- *A Local Group of 20-somethings Return Home After Sharing Their Agricultural Knowledge Abroad*
- *Hindman Heirloom Repository Celebrates 10th Anniversary*
- *Local Food Insecurities No Longer Troublesome in Knott County*

Figure 11 – Workshop participants imagined an aspirational headline in the Troublesome Creek Times that they would like to read in 5-10 years showing the progress that has been made in town. Above are a sample of the responses.



Figure 12 – As workshop participants introduced themselves, they shared a favorite memory of enjoying a local food. This word cloud of responses shows key words from the responses, with the size of the word indicating the frequency it was mentioned.

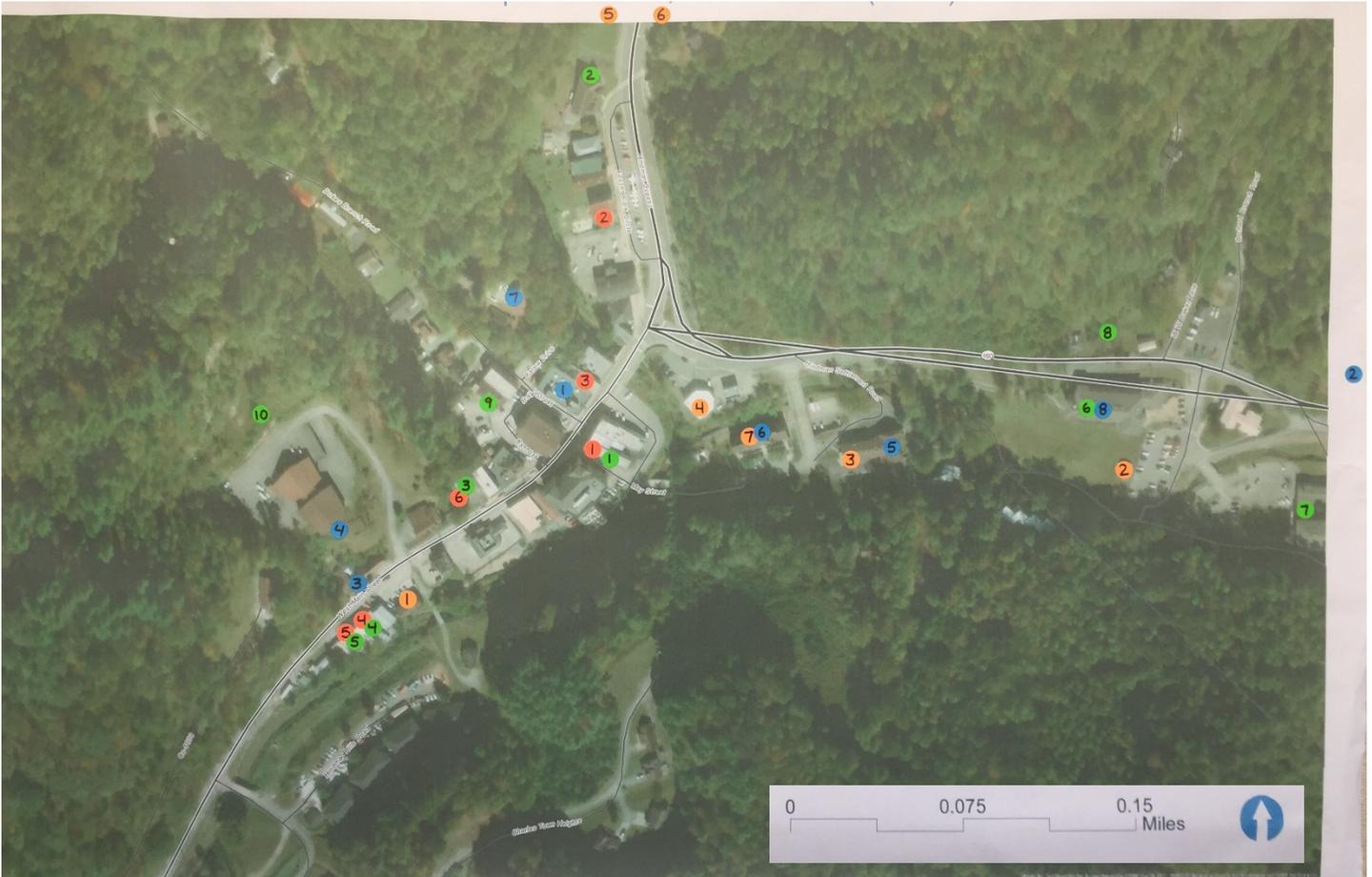


Figure 13 – Workshop participants identified community assets and food system elements on a map of Hindman.

Figure 13 Legend

Favorite Places and Assets

1. Luthiery
2. The Knott County Housing Authority (65 units of low-income housing)
3. Hindman First Baptist Church (Saturday Supper)
4. Hindman First Baptist Church (after-school feeding and food pantry/food pick-up)
5. Hindman Settlement School
6. Knott County Human Services Center (meals)
7. Knott County Historical & Genealogical Society
8. Library
- Hosting bicyclist tourists

Areas Needing Improvement

1. Napier Family Drug (vacant, dilapidated building for 3.5 years)
2. Old Napa building (burned down)
3. Quiltmakers Inn
4. Dr. Watts' building (for sale)
5. Mildredges' (historic building)
6. H&R Block building

Existing Food System Elements

1. Paradise Pizza
2. Farmers market
3. Settlement School cannery
4. Midee Mart (owner in Richmond)
5. Yoder's Bulk Foods (fresh produce and salads; moved out of downtown to KY 80)
6. D's Stop and Shop
7. Human Services Center: (senior citizen meals daily; Meals on Wheels)

Potential Food System Elements

1. Napier Family Drug
2. Welcome Center (great building)
3. H&R Block building
4. Dr. Watts' building
5. Mildredges' building
6. Library (2nd and 3rd floors are for sale)
7. Old Hindman high school (for sale)
8. Greenhouse (owned by Settlement School; needs to be fixed up)
9. Hazel Bowlin Building (ownership unknown)
10. Usable, flat land (potential for growing food; community garden)

APPALACHIAN ARTISAN CENTER ROOF DESIGN

During the community tour, the steering committee and federal and state partners had an opportunity to visit the roof of the Appalachian Artisan Center. The Center would like to convert the roof to a space that could host artist events and generate rent for an additional revenue stream. During the workshop, Ron Batcher, an architect with USDA's Agricultural Marketing Service, created a possible design for the space (Figure 14).

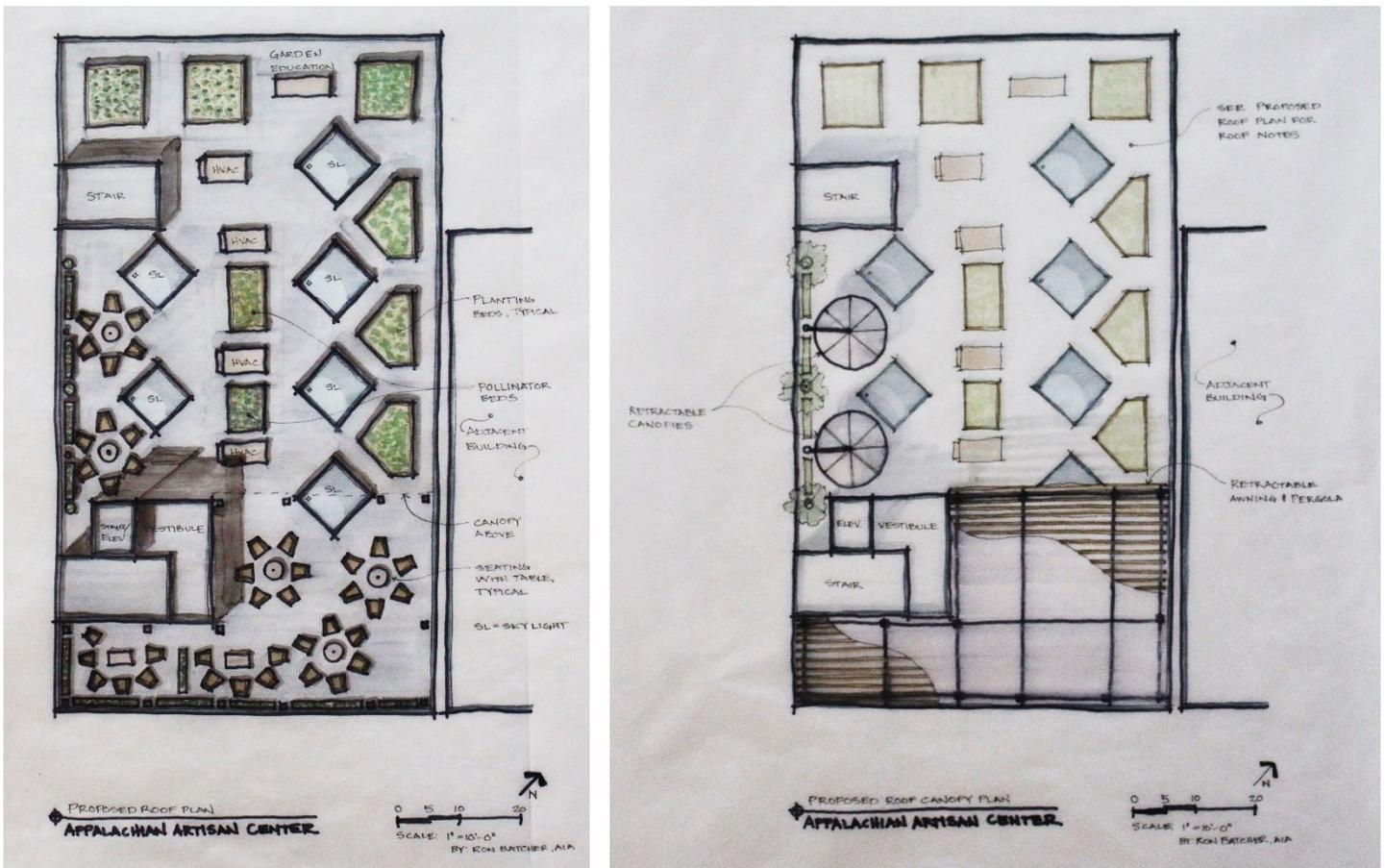


Figure 14 – Ron Batcher, an architect with the USDA Agricultural Marketing Service, created a potential layout for the roof of the Appalachian Artisan Center so it could host events. The proposed roof plan (left) offers seating and planting beds while also allowing for shade with a proposed roof canopy plan (right).

ACTION PLAN

The group exercises and discussions during the Hindman workshop are designed to facilitate the development of a Local Foods, Local Places action plan to guide the local community in implementation of the vision and goals they have established. The action plan is organized around five goals that were identified by the Local Foods, Local Places steering committee and refined during the workshop and follow-up conference calls. At the workshop, participants brainstormed possible actions to achieve each goal, prioritized those actions, and then provided details on how to complete the highest-priority actions under each goal. The following action plan outline lists each goal and action. Following the outline, action tables provide those implementation

details that clarify the purpose of each action, measures of success, timeline for completion, roles, and possible sources of support and funding.

GOAL 1: Strengthen and grow the Knott County Farmers Market (specifically the Hindman Settlement School location) to become a cornerstone of downtown activity and source of community pride.

Action 1.1: Create a festival-like atmosphere at the Tuesday farmers market twice monthly.

Action 1.2: Advertise that the farmers market accepts SNAP benefits and offers Double Dollars.

Action 1.3: Conduct a rapid market assessment to identify customer needs and preferences.

Goal 2: Strengthen the Hindman Settlement School commercial kitchen to support and encourage new entrepreneurs.

Action 2.1: Create a calendar of classes and events for the Settlement School's commercial kitchen.

Action 2.2: Recruit entrepreneurs and offer technical assistance to entrepreneurs using the commercial kitchen.

Goal 3: Expand the number and capacity of growers in the area who contribute to the local food economy and expand the availability of local food.

Action 3.1: Identify people interested in becoming commercial food producers.

Action 3.2: Convene potential growers to educate them about the opportunities available and determine how best to support them.

Action 3.3: Develop a comprehensive education program to meet grower needs.

Goal 4: Expand placemaking strategies downtown to fill empty spaces and provide amenities for residents.

Action 4.1: Create a signed walking trail that connects key assets in downtown Hindman.

Action 4.2: Fill empty storefronts on West Main Street.

Action 4.3: Create a recovery-based, local food culinary enterprise (e.g., a food truck).

Goal 5: Create more events and opportunities that encourage healthy living.

Action 5.1: Expand veggie prescription programs by inviting potential new clinics to join.

Action 5.2: Build support to begin a farm-to-school program in Knott County.

Action 5.3: Develop a cooking education program targeted for low-income residents.

GOAL 1: Strengthen and grow the Knott County Farmers Market (specifically the Hindman Settlement School location) to become a cornerstone of downtown activity and source of community pride.

The Knott County Farmers Market began operating at a new, second location at the Hindman Settlement School in 2017. This location is adjacent to downtown, providing an opportunity to both improve access to locally grown produce and to enliven the downtown area on market days. However, as a new endeavor, the market shares common challenges with many farmers markets—how to attract a critical mass of both growers and customers so both feel that it is worthwhile to attend. This goal is focused on making sure that the Settlement School location is a success. The actions build on positive initiatives already occurring, including expanding efforts to make the farmers market a community event twice monthly and better advertising the incentives available for customers redeeming SNAP and WIC benefits. In addition, assessing what customers at the market are looking for would help market organizers create a better match with what the market offers.

Action 1.1: Create a festival-like atmosphere at the Tuesday farmers market twice monthly.	
What this is and why it is important	<p>The farmers market can be more than a place for farmers to sell directly to consumers. Events and supportive activities like hosting cooking demonstrations, having hot food for sale (e.g. a food truck), and hosting music, youth performances, and youth activities (games, cookie decorating, make & take) can even draw in more customers and community members. It can also build community and brings different age groups together.</p> <p>This could also be an opportunity to celebrate Hindman and could reveal additional ways to help get the word out about the farmers market to attract more Knott County residents.</p>
Measures of success	<ul style="list-style-type: none"> • Attendance • Sales • Excitement and pride • Number of vendors
Timeframe	<ul style="list-style-type: none"> • Implemented and in place by next market season • Two times per month
Lead	<ul style="list-style-type: none"> • Ali Hintz, Knott County Farmers Market Manager • Farmers Market Board
Supporting cast	<ul style="list-style-type: none"> • Family Resource Center in each school (outreach) • Board of Education (advertisement) • Knott County Ag Extension • Troublesome Creek Times • Hindman Settlement School
Costs and/or resources needed	<ul style="list-style-type: none"> • Funding for musicians, signage, Facebook pushes • Need marketing technical assistance

Action 1.1: Create a festival-like atmosphere at the Tuesday farmers market twice monthly.

Possible funding sources	<ul style="list-style-type: none"> • Solicitations from local businesses • USDA Farmers Market Promotion Program • Small Business Administration • Community Farm Alliance
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Action 1.2: Advertise that the farmers market accepts SNAP benefits and offers Double Dollars.

What this is and why it is important	The farmers market accepts SNAP benefits and doubles their buying power by offering Double Dollars, though these programs are not well-utilized. One barrier to usage and redemption is the lack of awareness among SNAP recipients that this benefit is available. Given the limited number of places in Hindman to purchase food, it is particularly important to expand opportunities for low-income residents to purchase and consume healthy, fresh, and local food. Attracting more SNAP recipients to the market would also create additional business for market vendors, increasing their revenue and motivation to continue selling at the market. The farmers market is also applying to accept WIC and Kentucky Senior Vouchers, making awareness of nutrition support programs available at the market all the more important.
Measures of success	<ul style="list-style-type: none"> • Amount of SNAP benefit redemptions • Attendance at the market – aim for 2000 customers in 2019 • Number of vendors at the market – aim for 7 vendors/day in 2019 • Overall market sales – aim for \$20,000 for 2019 season
Timeframe	Marketing campaign is in place by opening of market 2019
Lead	Ali Hintz, Farmers Market Manager
Supporting cast	<ul style="list-style-type: none"> • Jason Brashear, Hindman Settlement School • Farmers Market Board • Community Farm Alliance • Housing Authority
Costs and/or resources needed	<ul style="list-style-type: none"> • Time, e.g., knocking on doors • Money for ads and a Facebook push
Possible funding sources	<ul style="list-style-type: none"> • Foodways Grants • Hindman Settlement School • Newspaper- some free ads? • Community Farm Alliance • USDA Farmers Market Promotion Program • Knott County Ag Extension newsletter and Facebook page

Action 1.3: Conduct a rapid market assessment to identify customer needs and preferences.

What this is and why it is important	As the Knott County Farmers Market focuses on growing, data about customer preferences can be useful for potential new vendors. It can help growers plan and right-size their planting schedules and grow products that people most want to buy. It overall helps the vendors and market manager create a consumer-driven market that would increase attendance and sales.
Measures of success	<ul style="list-style-type: none"> • Number of people who complete the survey • Data is shared with new and existing vendors • Number of vendors using the data to determine what and how much to grow
Timeframe	2019 market season – collect three times at each market location over the season, comparing festival days and regular market days
Lead	<ul style="list-style-type: none"> • Ali Hintz, Farmers Market Manager • Jason Brashear, Hindman Settlement School • Louisa Erb, Sharing with Appalachian People (to run the assessment in-person in 2018)
Supporting cast	Farmers Market Board
Costs and/or resources needed	<ul style="list-style-type: none"> • Time • Money for stickers, paper, printing
Possible funding sources	Hindman Settlement School

Other Goal 1 Actions:

- Help more market vendors get food demonstration licenses.
- Provide opportunities for school-aged children to participate in the farmers market.
- Expand opportunities for low-income consumers to shop at the market to encourage them to come.
- Offer cooking demonstrations and classes at the farmers market.
- Collaborate with the Chamber, Board of Education, government, and the whole county.
- Offer recipes for foods available at the farmers market.
- Create an email list advertising which vendors and foods will be available at the market.
- Attract Mennonite farmers to sell in Hindman.
- Build a permanent structure with utilities and seating for the farmers market.
- Offer value-added products like canned goods and meat at the farmers market.
- Create a structure that can be used for the farmers market in addition to other events.
- Expand the farmers market to surrounding counties.
- Focus on musicians or child performers as attractions at the farmers market.

Goal 2: Strengthen the Hindman Settlement School commercial kitchen to support and encourage new entrepreneurs.

The Hindman Settlement School modified and licensed its facility kitchen to allow it to function as a commercial kitchen so entrepreneurs can use it to prepare small-batch artisanal products for sale. Equipment includes pressure canners, burner ranges, wash tables, a commercial food processor, mixers, a dehydrator, a vacuum sealer, a bakers table, convection ovens, a label machine, a vacuum pack machine, and a dishwasher. The kitchen is an underused asset for food entrepreneurs in Hindman and the surrounding area. If more people knew that this asset was available, it could inspire new catering businesses, food trucks, and anyone with a plot of land for gardening to start producing and selling local, value-added products. A critical mass of such people can create a culture of entrepreneurship in the community and draw people from outside looking for authentic, local food. The Hindman Settlement School can also offer it to community organizations to host cooking classes and events for the general public, which can build awareness about the kitchen as a resource, and build knowledge about healthy eating and cooking, as well.

Action 2.1: Create a calendar of classes and events for the Settlement School’s commercial kitchen.	
What this is and why it is important	The Settlement School’s commercial kitchen is a great resource for community members and aspiring entrepreneurs, though people in the county and region might not realize that the kitchen is available for use. The kitchen could spread awareness by setting up and advertising events and activities for community residents, such as \$5 dinners and cooking classes. This can draw in new visitors and introduce entrepreneurs to the space.
Measures of success	<ul style="list-style-type: none"> • Two short courses per year, with four classes per course offered • Quarterly public events held • Online public calendar is available
Timeframe	<ul style="list-style-type: none"> • Start winter 2018/2019, kicking off with December 2018 Dumplings and Dancing event • Implement fully in 2019
Lead	Jason Brashear, Hindman Settlement School
Supporting cast	<ul style="list-style-type: none"> • Knott County Ag Extension • Rachel Childers, Alice Lloyd College Professor • Kentucky Center for Agriculture and Rural Development • Hindman Settlement School and volunteers • Kevin and Denae Davis (possibly for healthy eating classes)
Costs and/or resources needed	<ul style="list-style-type: none"> • Teachers • Supplies • Space (depending on who sponsors)
Possible funding sources	<ul style="list-style-type: none"> • User fees • U.S. Small Business Administration • Chamber of Commerce (classes)

Action 2.2: Recruit entrepreneurs and offer technical assistance to entrepreneurs using the commercial kitchen.

What this is and why it is important	<p>The commercial kitchen creates a pathway to preserve local food and provides a space for chefs and culinary artists to test out their business in a low-risk environment. A busy kitchen could lead to extension of the Knott County’s farmers market season and an increase in the variety and choice of products at the market (e.g. with value-added goods). It represents an opportunity for true economic development by increasing the value of locally grown produce and generating more revenue for producers. Having the commercial kitchen in use by local entrepreneurs also presents an opportunity to create buzz with a “Handmade in Hindman” brand that could be applied to crafts and culinary endeavors.</p> <p>Beyond just providing a physical space, the kitchen could provide entrepreneurs technical assistance, including business planning. This kind of assistance is important for people who do not have prior experience with owning their own business. Providing wrap-around services for new entrepreneurs will fully maximize the potential for the kitchen to promote innovation and creativity.</p>
Measures of success	<ul style="list-style-type: none"> • Number of total users • Number of users who are selling products
Timeframe	<ul style="list-style-type: none"> • To be implemented now through 2019 • 10 total users and 5 users selling products by end of 2019
Lead	Jason Brashear, Hindman Settlement School
Supporting cast	<ul style="list-style-type: none"> • Hindman Settlement School staff • Knott County Ag Extension
Costs and/or resources needed	<ul style="list-style-type: none"> • Time • Funding for course/class instructors
Possible funding and resource providers	<ul style="list-style-type: none"> • Kentucky Center for Agriculture and Rural Development • SCORE (http://www.score-kentucky.org/) • Letcher County Community Agricultural Nutritional Enterprises commercial kitchen (best practices)

Other Goal 2 Actions:

- Collaborate with Knott Central High on entrepreneurial activities.
- Provide canning classes for beginners to expand interest.
- Promote the commercial kitchen to Alice Lloyd College business students.
- Create an on-line sign-up (posted on the door) so people know what is in use or free at the kitchen.

Goal 3: Expand the number and capacity of growers in the area who contribute to the local food economy and expand the availability of local food.

Creating a local food system to reap the rewards of an expanded economy and improved access to healthy food requires first and foremost increasing the number of growers and the amount existing growers can produce. Hindman faces challenges in having a limited area that is suitable for growing due to the steep topography. Eastern Kentucky has also lost much of the culture of self-sufficiency in terms of growing your own food. However, the region’s high poverty rate means that even a small amount of money earned through food production could make a significant impact on the financial security of many families in the area. The actions in this goal area focus on the first steps needed to start building a culture where food production on small plots and in backyards can take root.

Action 3.1: Identify people interested in becoming commercial food producers.	
What this is and why it is important	People in the area do not necessarily know that there are resources available that could support new food entrepreneurs, i.e., the kitchen at the Hindman Settlement school. A concerted effort to identify people who are interested in exploring this opportunity could move beyond the inner circle of people who have been advancing this idea and is a critical step toward fully utilizing the kitchen space and expanding the number of individuals growing and using local food in Knott County.
Measures of success	<ul style="list-style-type: none"> • Number of people approached to see if they are interested • Number of people expressing interest • Number of new producers at the farmers market
Timeframe	<ul style="list-style-type: none"> • Reach 100 people and identify 10 who are interested by January 2019 • Recruit 2 new producers for the farmers market by 2019 season
Lead	Chad Conway, Knott County Ag Extension
Supporting cast	<ul style="list-style-type: none"> • LKLP Community Action Council • Jason Brashear, Hindman Settlement School • Ali Hintz, Hindman Settlement School • Culture of Recovery participants • High school • Future Farmers of America
Costs and/or resources needed	Time
Possible funding sources	N/A

Action 3.2: Convene potential growers to educate them about the opportunities available and determine how best to support them.

What this is and why it is important	To increase the number of growers in Knott County, people need to understand what opportunities and support systems are already available. Talking with people potentially interested in becoming growers to understand their motivations and what barriers they encounter can help identify what type of support systems would be most useful. Convening like-minded people who share a common goal can also help to build an informal support network that could encourage more people to give it a try.
Measures of success	Number of potential growers who attend meeting
Timeframe	Convene 10 people by February 2019
Lead	Chad Conway, Knott County Ag Extension
Supporting cast	<ul style="list-style-type: none"> • Jason Brashear, Hindman Settlement School • Ali Hintz, Hindman Settlement School
Costs and/or resources needed	<ul style="list-style-type: none"> • Time • Refreshments for the meeting
Possible funding sources	Knott County Ag Extension

Action 3.3: Develop a comprehensive education program to meet grower needs.

What this is and why it is important	An educational program for growers could have two tracks: one track for producers currently at the market and one track for those who are interested in possibly selling there. Each group would have slightly different needs. For example, current producers could use help understanding best practices for marketing their products to increase the amount that customers spend. Potential new growers interested in selling their products could use educational resources about farming techniques, business practices, and other topics can help give them the confidence to move forward.
Measures of success	<ul style="list-style-type: none"> • Education program in place • Number of potential/current growers who take the program
Timeframe	First class: March 2019 (goal is for 8 growers to attend)
Lead	Chad Conway, Knott County Ag Extension
Supporting cast	<ul style="list-style-type: none"> • University of Kentucky Ag Extension specialists • Jason Brashear, Hindman Settlement School • Ali Hintz, Hindman Settlement School
Costs and/or resources needed	<ul style="list-style-type: none"> • Time • Grants to help new farmers get started

Action 3.3: Develop a comprehensive education program to meet grower needs.

Possible funding sources

- USDA Farm Service Agency
- Kentucky Center for Agriculture and Rural Development
- Kentucky State University

Other Goal 3 Actions:

- Obtain funding for expanding growing, e.g., contact the Kentucky Department for Local Government about how to apply for a Community Development Block Grant.
- Involve youth programs
- Develop a program to teach children to grow and sell their produce.
- Develop community gardens, e.g., in flat land near downtown.
- Identify plots of land that could be used for agriculture (cleared, road access, not contaminated, flat, minimal flooding).
- Build supply and demand simultaneously.
- Make a list of home gardeners located in Knott County.
- Connect volunteers with local growers and incentivize them to participate in the growing, e.g., use the LKLP Community Action Council to provide wages through grants.

Goal 4: Expand placemaking strategies downtown to fill empty spaces and provide amenities for residents.

A vibrant successful downtown can better attract new businesses and entrepreneurs as well as encourage people who live in Hindman to stay and new residents to move to town. Downtown Hindman has a charming collection of historic buildings and a walkable main street, although signs of disinvestment since the peak of Hindman’s success could lead to further decay. Placemaking strategies for the downtown could help ensure that there is positive momentum to build from, which would attract much-needed amenities for residents who currently must travel a large distance to reach many services and stores. Actions in this goal area focus on highlighting existing assets.

Action 4.1: Create a signed walking trail that connects key assets in downtown Hindman.

What this is and why it is important	Hindman’s geography would lend itself to three linked walking trails extending out from the downtown highlighting historical features, assets, and points of interest along the way. They could be named the Troublesome Trail, City Trail, and the Arts Trail. Signage could help with wayfinding and advertising the trails’ existence, while a pamphlet with a map and additional information about Hindman and its sites could be made available in downtown businesses and at the farmers market. The trails could be marketed to encourage regular use by residents as a way to promote healthy living and to bring residents downtown where they are more likely to support businesses. Regular foot traffic could encourage new business owners to consider opening in downtown. As community members use the trails, they are more likely to be interested and engaged in efforts to clean up the Troublesome Creek and support downtown initiatives.
Measures of success	<ul style="list-style-type: none"> • Signs posted for walking trails • Pamphlet created • Marketing hashtag created • Number of pamphlets distributed • Number of users on the trail • Number of users “checking in” on social media
Timeframe	Grand opening event by spring 2019
Lead	Ali Hintz, Hindman Settlement School
Supporting cast	<ul style="list-style-type: none"> • Chris Boyd, Hindman Chamber of Commerce • Other Chamber of Commerce members • City of Hindman • Little Free Library (could put along the trail)
Costs and/or resources needed	Funding for signs, printing, advertising, and opening event
Possible funding sources	\$1,000 for signs and printing already in hand

Action 4.2: Fill empty storefronts on West Main Street.

What this is and why it is important	The most prominent empty storefront on West Main Street has served as a downtown anchor with successful businesses over many years. When the prior business closed, part of downtown died. This location is a priority because it has been empty for three years already, and if it sits empty for an extended period it could become too dilapidated to fix. Filling this space and other empty buildings toward the end of town with resident-serving businesses would remove a source of blight and activate the downtown by bringing more residents and visitors to the location.
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Action 4.2: Fill empty storefronts on West Main Street.

Measures of success	Empty buildings are filled with a resident-serving business
Timeframe	12-15 months
Lead	Chris Boyd, Hindman Chamber of Commerce
Supporting cast	<ul style="list-style-type: none"> • Chamber of Commerce members • City of Hindman
Costs and/or resources needed	<ul style="list-style-type: none"> • Manual labor to prepare the buildings for a new tenant • Funding for exterior work • Funding to open the businesses
Possible funding sources	<ul style="list-style-type: none"> • New business owner • Hickory Hill and SWAP for volunteer manual labor • Small business loans or grants • Historic preservation grants for the exterior

Action 4.3: Create a recovery-based, local food culinary enterprise (e.g., a food truck).

What this is and why it is important	The opioid crisis has had a big impact on eastern Kentucky, particularly affecting miners. A local food culinary enterprise like a food truck could provide an opportunity for individuals in recovery to find a hand up not a hand out.
Measures of success	<ul style="list-style-type: none"> • Enterprise up and running • Number of participants • Number of customers • Number of meals served • Number of days a year opened (start with 1 day/month)
Timeframe	2-3 years
Lead	<ul style="list-style-type: none"> • Jason Brashear, Hindman Settlement School • Chris Boyd, Appalachian Artisan Center
Supporting cast	<ul style="list-style-type: none"> • Chad Conway, Knott County Ag Extension • Ali Hintz, Hindman Settlement School • Lou • Farmers market board • Hickory Hill • Drug court • Culture of Recovery Program • Farmers market (could serve as a vendor on festival days)
Costs and/or resources needed	<ul style="list-style-type: none"> • Funding for a truck and supplies • Staff time
Possible funding sources	<ul style="list-style-type: none"> • Hindman Settlement School: kitchen space • Look for recovery-based funding

Other Goal 4 Actions:

- Display student artwork in empty storefronts.
- Identify needs and desires of business people and lawyers downtown through informal conversations.
- Talk to policy makers about creating tax incentives for empty downtown buildings.
- Think collectively.
- Continue to develop the Chamber of Commerce, tourism, and the city.
- Make a seed/gardening book/cookbook library.
- Identify local real estate agents and pair with potential investors.

Goal 5: Create more events and opportunities that encourage healthy living.

Residents of eastern Kentucky experience significant health disparities relative to residents of other parts of the county. The signed walking trail (Action 4.1) could help address these health issues by encouraging more walking in the community. Other actions focused on increasing consumption of fresh fruits and vegetables would also target the underlying cause of many of the poor health outcomes in this part of the country, including high rates of obesity. A multi-pronged approach to increasing consumption would involve expanding the existing veggie prescription program that provides a financial incentive for low-income people to shop at the farmers market, beginning a farm-to-school program so young people would have access to farm fresh produce in schools, and developing a cooking education program so families would know how to use fresh produce in daily meal preparation.

Action 5.1: Expand veggie prescription programs by inviting potential new clinics to join.	
What this is and why it is important	Diet is a key contributor to many of the health issues causing poor health outcomes for eastern Kentucky residents, so improving healthy eating behaviors is important in this region. The veggie prescription program has been an effective way to increase residents’ access to healthy, local food. Of the \$1,200 in “diabetes dollars” that the Knott County Diabetes Coalition had to distribute this year, \$400 were redeemed at the farmers markets. The program would be relatively easy to expand with additional dollars that could allow it to serve more people.
Measures of success	<ul style="list-style-type: none"> • Amount of “diabetes dollars” distributed • Amount of “diabetes dollars” redeemed • Ratio of dollars redeemed/distributed • Number of clinics participating
Timeframe	<ul style="list-style-type: none"> • Invite potential new participating health clinics to a meeting in winter 2018-19 • Have new clinics signed up by opening of market season 2019
Lead	<ul style="list-style-type: none"> • Jason Brashear, Hindman Settlement School • Ali Hintz, Hindman Settlement School

Action 5.1: Expand veggie prescription programs by inviting potential new clinics to join.

Supporting cast	<ul style="list-style-type: none"> • June Buchanan Clinic currently participating • Additional county clinics • Diabetes Coalition • Chris Boyd, Hindman Chamber of Commerce • Chad Conway, Knott County Ag Extension
Costs and/or resources needed	<ul style="list-style-type: none"> • Time to recruit new clinics • Funding for prescriptions
Possible funding sources	<ul style="list-style-type: none"> • Health foundations • Clinics • Health insurance companies

Action 5.2: Build support to begin a farm-to-school program in Knott County.

What this is and why it is important	<p>A farm-to-school program through which Knott County schools would buy and feature locally grown food on school menus would achieve multiple goals: improving access to healthy, local food and building a culture of health. Building support for such a program can start now with a school enrichment program for healthy eating. For example, it could include a taste testing with locally grown tomatoes, or a farm field day for students to learn about brown- versus white-shelled eggs. A robust farm-to-school program will require a cultural shift. Small steps can help set a good foundation for a full-blown program.</p>
Measures of success	<ul style="list-style-type: none"> • There is a school enrichment program to teach students where food comes from • Local food is available in school cafeteria • Amount of local food available in school cafeterias
Timeframe	<ul style="list-style-type: none"> • Enrichment programs available in schools: fall 2019 • Cafeterias offer some local food: spring 2020
Lead	<ul style="list-style-type: none"> • Jason Brashear, Hindman Settlement School • Chad Conway, Knott County Ag Extension
Supporting cast	<ul style="list-style-type: none"> • Alice Lloyd College summer students on campus • School Board • School food service directors • Kathy Curtis, Community Farm Alliance
Costs and/or resources needed	<p>Funding for:</p> <ul style="list-style-type: none"> • Purchasing food from local growers • A school curriculum • Garden supplies and equipment • Personnel to take care of the garden
Possible funding sources	<p>USDA Farm-to-School grants</p>

Action 5.3: Develop a cooking education program targeted for low-income residents.

What this is and why it is important	A healthy diet is a foundational part of a healthy life. In today’s fast-food, convenience culture, many people do not know how to prepare fresh, healthy food for themselves and their families. A cooking education program could allow people to pay a nominal fee to learn how to cook a healthy meal and leave the class with the prepared food to take home. Such a class would help overcome some of the barriers to eating more healthfully, including lack of know-how and affordability. The classes could be offered later in the month when many people have used all of their SNAP benefits.
Measures of success	<ul style="list-style-type: none"> • Number of participants • Number of participants who cook at home after the class
Timeframe	By 2020
Lead	<ul style="list-style-type: none"> • Jason Brashear, Hindman Settlement School
Supporting cast	<ul style="list-style-type: none"> • Appal-tree program (CDC-funded project) • Appalachian Artisan Center could provide incentives • Schools could offer classes after school • Chefs could help with recipe development and donated time
Costs and/or resources needed	<ul style="list-style-type: none"> • Time to set up the program • Money for supplies and expert staff • Kitchen at the Hindman Settlement School and/or other locations for hosting the classes
Possible funding sources	Robert Wood Johnson Foundation

Other Goal 5 Actions:

- Collaborate with the school system on health and wellness policies and initiatives.
- Develop a program to educate and supply local food to housing authority residents.
- Create an after-school gardening program where students then take home produce grown and recipes.
- Develop a walking incentive program for people to walk downtown and to the farmers market.
- Utilize the school system to get the word out to parents through student announcements and newsletters.
- Design a city park with activities for adults and children.
- Solve transportation problems.
- Establish time frames to accommodate everyone.
- Identify strategies to reach low-income residents in Knott County through events, e.g., cooking demonstrations and fun classes. Provide baskets of local food as prizes.

IMPLEMENTATION AND NEXT STEPS

In the first weeks after the workshop, work was already underway in Hindman to begin implementation of the action plan.

- Partnerships in the community have strengthened. Many of the people who came to the workshop have continued to meet and discuss possible joint activities and how to get the community more involved.
- At the last farmers market of the season (Tuesdays on the Troublesome), organizers conducted a rapid market assessment asking customers to indicate with stickers what they wanted to see at the market (Action 1.3). This information will be used to plan for the next season, including helping producers understand what customers want ahead of planting.
- The Settlement School hosted a heart-healthy cooking class in October, with plans to continue offering classes monthly (Action 2.1).
- The Chamber of Commerce discussed creating a signed walking trail downtown and agreed to contribute \$500 toward signs (Action 4.1).
- A group of entrepreneurs have signed a 2-year lease for the vacant building downtown (Action 4.2). “The Collective” will share the space, creating a boutique, a photography studio, a cake and coffee shop, and possibly a yoga studio. For the 2-year lease period, they will pay only insurance and utilities and then have the option to rent or buy.
- The Settlement School hosted an elementary school class to show students the greenhouse and have a canning class in the kitchen. Everyone went home with a can of salsa. At least four more similar events are planned this year (Action 5.2).
- A food truck started showing up at a couple of different spots in the city, offering mainly coffee and pastries. Ali Hintz, farmers market manager, is going to try to get them to the farmers market next year.

APPENDICES

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