

FARMERS' MARKET AND LOCAL FOOD PROMOTION PROGRAM (FMLFPP)
2016 PROJECT NARRATIVE FORM AND INSTRUCTIONS

This form is mandatory. Thoroughly review the applicable Request for Applications (RFA) ([FMPP RFA](#) or [LFPP RFA](#)) before completing this form. This narrative form provides the basis for peer review evaluation using the scoring criteria in Section 5.0 of the respective grant program RFA.

1. Applicant Organization *Must match box 8 of the SF-424.*

Name	City of Greensboro	Mailing Address
Email	Jim.westmoreland@greensboro-nc.gov	300 West Washington St PO Box 3136 Greensboro, NC 27402-3136
Phone	336-373-2211	
Fax	336-412-6315	

2. Authorized Organization Representative (AOR) *This person will be the main contact for any FMLFPP correspondence and is responsible for signing any documentation should the grant be selected.*

Name	Jim Westmoreland	Mailing Address	<input checked="" type="checkbox"/> Check if same as above
Email	Jim.westmoreland@greensboro-nc.gov		
Phone	336-373-2002		
Fax	336-412-6315		

3. Applicant Entity Type *Select each applicable entity type as defined in Section 3.1 of the RFA. If your organization is a State Agency Regional Farmers Market Authority, you must provide the regulatory statute(s) that identify your agency as that entity type.*

- | | |
|--|--|
| <input type="checkbox"/> Agricultural cooperative | <input type="checkbox"/> Public benefit corporation |
| <input type="checkbox"/> Nonprofit corporation | <input type="checkbox"/> CSA network |
| <input checked="" type="checkbox"/> Local government | <input type="checkbox"/> Economic development corporation |
| <input type="checkbox"/> Community Supported Agriculture (CSA) association | <input type="checkbox"/> Regional farmers market authority |
| <input type="checkbox"/> Tribal government | <input type="checkbox"/> Agricultural business entity |
| <input type="checkbox"/> Producer network | <input type="checkbox"/> State Agency Regional Farmers Market Authority (indicate regulation below): |
| <input type="checkbox"/> Producer association | <input type="checkbox"/> Other (specify below): |

4. Project Activity Category *Identify any/all of the activity categories that fit your project.*

- | | |
|---|--|
| <input type="checkbox"/> Aggregation | <input type="checkbox"/> Organic |
| <input type="checkbox"/> Agritourism | <input type="checkbox"/> Processing |
| <input type="checkbox"/> Farm to Institution | <input type="checkbox"/> Season Extension |
| <input type="checkbox"/> Farmer Recruitment and Retention | <input checked="" type="checkbox"/> Training and Education |
| <input checked="" type="checkbox"/> Food Safety | <input type="checkbox"/> Transportation and Distribution |
| <input type="checkbox"/> Infrastructure | |

Attachment A: Revised LFPP Narrative

☒ Marketing and Promotion

☐ Other (specify below):

☐ Production Diversification /Expansion

5. Project Title <i>Must match box 15 of the SF-424.</i>	Creating Support for Local Food Entrepreneurs: Implementing the Fresh Food Access Plan.
--	---

6. Grant Application Type (Described in Section 1.3 of the RFA):	
FMPP: <input type="checkbox"/> Capacity Building <input type="checkbox"/> Community Development Training and Technical Assistance	LFPP: <input type="checkbox"/> Planning <input checked="" type="checkbox"/> Implementation

7. Requested FMLFPP Funds <i>Insert the total amount (\$) of Federal funds requested. This must match the total amount requested on Line 5 of the SF-424A.</i>	\$473,980
8. Matching Funds (if applicable) <i>This box applies ONLY for LFPP applications, which are required to provide a 25% match. See Section 3.5 of LFPP's RFA for more information.</i>	\$346,320
9. Does the proposal address a Priority Area as described in Section 1.4 of the RFA? <i>See instructions on how to determine priority eligibility at Error! Reference source not found. at the end of this form.</i>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
10. If you are working directly with a Promise Zone partner, identify the Promise Zone? <i>See Section 4.3.9 of the RFA. If the proposal involves a Promise Zone Implementation Partner, the HUD Promise Zone Certification Form must accompany the proposal at the time of application.</i>	

11. Project Implementation Physical Address Enter up to three addresses where this project will be implemented. If you are requesting consideration as a priority area, enter the Food Access Research Atlas Low Income/Low Access (LI/LA) Census Tract number. See **Error! Reference source not found.** at the end of this form for instructions on looking up your Census Tract number.

	Address	Food Access Research Atlas LI/LA Census Tract # (if applicable)
Address 1:	501 Yanceyville Street, Greensboro NC	37081010900
Address 2:	3309 Burlington Road, Greensboro NC	37081012707
Address 3:	3910 Clifton Road, Greensboro NC	37081012601

12. Executive Summary—In 200 words or less, describe the project's need, purpose, goals, and expected outcomes:

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 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 (GCCE) 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 (GFM) 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.*

- 13. Have you received a past FMPP or LFPP grant award?** ☒ Yes ☐ No
 a. If yes, provide the information below.

Year:	Type of Grant: FMPP Grant LFPP Planning Grant LFPP Implementation Grant	Describe How this Project is/was Different From or Supplements the Proposed Activities
2014	LFPP Planning Grant	The Fresh Food Access Plan is being used to understand our local food economy and guiding our implementation decisions. This is outlined in section 17 D.

- 14. Have you submitted this project to another Federal grant program for funding and/or is another Federal grant program currently funding the project?** ☐ Yes ☒ No

If yes, fill out the below section.

Federal Grant Program Name(s)	Describe How this Project is/was Different From or Supplements the Proposed Activities
--------------------------------------	---

15. Alignment and Intent

- a. Describe the specific issue, problem, or need that the project will address, in relation to the statutory language (found in the RFA in Section 1). Answering this question should justify the project's objectives and approach and not just provide the associated statistics.

This project will help develop new market opportunities for food businesses and support local food producers by:

- *by providing food safety training and certification classes for local farmers and food-based entrepreneurs;*
- *providing training and marketing space for new businesses;*
- *increase domestic consumption of locally produced agriculture by connecting local entrepreneurs to local producers at the Greensboro Farmers Market;*

- *increase access to locally produced food by modeling a program to support food education and food businesses in a low-income neighborhood with limited food access;*
- *assist in the expansion and development of other food business enterprises by providing statistically valid surveys to analyze food hardship the local food supply and demand in Greensboro and the effect this program has.*

The program will use network of three kitchens in three partner locations and associated training programs. The Guilford County Cooperative Extension will house a shared-use kitchen, certified by the NC Department of Agriculture; the Greensboro Farmers Market will have a demonstration kitchen; and the Out of the Garden Project has a kitchen that the community uses and are pursuing certification by the NC Department of Agriculture. The program addresses gaps in production space and training facilities documented in our adopted Fresh Food Access Plan, which was funded by a 2014 LFPP planning grant.

The lack of shared kitchen space makes it difficult for new local food entrepreneurs to produce marketable value-added food items. This project will both help create a sustainable market for local produce and increase consumption and awareness amongst local consumers.

Guilford County Cooperative Extension

The Guilford County Extension (GCCE) will use LFPP funds to pilot programs in their shared use kitchen which would be used for value added-products such as jam, jellies, cakes, pies and breads. The kitchen will serve as an incubator for small local businesses that support locally produced foods. GCCE has two goals: to provide a certified space where farmers can repurpose fruit and vegetables into value added product; and where community members have a chance to prepare retail market ready products.

The GCCE program will provide ServSafe certification classes offered at GCCE and as the HACCP certification training courses are presented, will also allow the production of acidified foods such as sauces. The program will integrate the work of the majority of staff members from the Guilford County office; Horticulture, Family Consumer Science Agent, and the Agriculture agents will work together to educate our clients in all aspects of kitchen use and the production of products from fruits and vegetables. GCCE will also offer GAP training to interested farmers to prepare them for the GAP Audit. GAP certification will give the farmers the option to market to restaurants, food distributors, schools and other institutions, thus allowing local schools and others access to fresh, local fruits and vegetables.

The GCCE shared-use kitchen was built after receiving commercial restaurant equipment as a gift in December of 2015 from a restaurant that was going out of business. At this time GCCE is working with the Guilford County Legal Department and NC Department of Agriculture to get the certifications required to allow public use; the kitchen is scheduled to open in June of 2016.

This program will help local small- and medium- size farmers diversify income streams which would lead to increased economic opportunity through the sale of value-added items. Conversations with local farmers have shown that the cost of certification, the uncertainty created by recent changes in the certification process, and the lack of marketing opportunities are barriers to expansion. As farmer's successfully participate in the this program with subsidized funding, there will be tangible evidence showing that the costs of the certifications are worth the investment, and will create an interest that will sustain the program after LFPP funding.

GCCE will conduct pre- and post-participation surveys to determine the knowledge gained about safe food handling practice, as well as to track sales, net income increase, and the number of products produced. We will work closely with local markets to see if interest in added value products continues to increase.

Greensboro Farmers Market

The Greensboro Farmers Curb Market (GFM) is a 501C-3 nonprofit. GFM provides greater Greensboro with opportunities to purchase and learn about local foods and crafts while interacting with producers and each other in a friendly and diverse social setting. In so doing, GFM encourages and supports the growth of local food businesses to improve Greensboro's economy, support better health through healthy eating and build social and community connections.

With support from the LFPP grant, GFM will assist new vendors in expanding their business by providing mentoring through courses designed to facilitate small business growth. GFM will hire a new business outreach coordinator to plan and implement classes specific to prepared foods, farmers and artisans. These courses will explain how to successfully market products, financing and effective merchandising. The network of existing farmers and vendors that utilize the curb market will serve as positive examples of entrepreneurship and small business success. GFM anticipates that this position will be self-supporting after the grant due to the number of new vendors created by the program.

GFM will provide up to four new vendor tables to each partner group providing selling opportunities at the year round Saturday market and up to six tables on the eight month seasonal mid-week market. These spaces will be free of charge to program participants. This will present them with an opportunity to advertise and facilitate their trade without further financial burden or risk, to begin gaining a customer base and to provide a direct producer to consumer connection. With over 100 vendors already flourishing at the curb market, these dedicated tables will equip these new business owners with a lively and successful environment as well as free promotion.

In addition to the available space, participants will have access to business development courses covering marketing, merchandising and financing. This training will be available through collaboration with the East Market Street Development Corporation, a 501 c-3 non-profit focused on economic development.

Participants will learn basics such as how to raise additional funds if needed as well as how to most effectively utilize their resources. Marketing courses will provide a foundation to learn how to judge a business situation critically in order for the entrepreneur to operate independently and creatively. Merchandising courses will focus on teaching small business owners how to maximize their sales and how to motivate a customer to move towards making a purchase.

GFM's plan of action will benefit community members, current vendors and new business owners in a variety of ways. Cooking demonstrations and classes in the curb market's Harvest Café will provide multiple opportunities for new business owners to interact with customers and community members. Marketing will include active community outreach, attractive signage and handouts. Additional vendors and events will increase market attendance, therefore increasing both access to and consumption of locally and regionally produced agricultural products.

The Out of the Garden Project

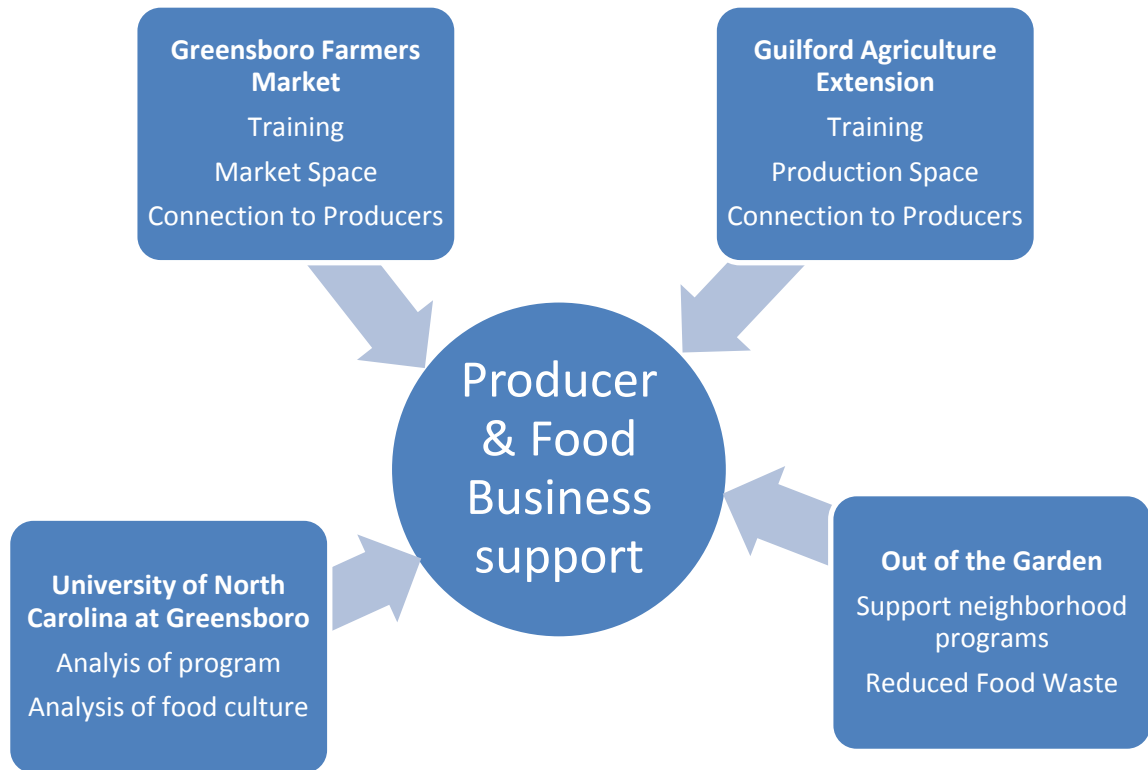
The Out of the Garden Project works in the Clifton Road Neighborhood, a low-income area with limited food access. They operate out of the Folk Center, a City-owned facility with a community kitchen. Out of the Garden will provide neighborhood residents with access to the kitchen for food education; they are pursuing certification from NC Department of Agriculture so that certified residents will be able to produce food for sale. This will enable residents to produce breads, pies and other foods covered by NC Department of Agriculture certification. Residents will also be able to use the space to process food from their community garden for long-term storage.

Out of the Garden serves many families that have generational recipes that can provide additional income for these families. Through this program these residents will be able to take classes in partnership with the Cooperative Extension Office or the Greensboro Farmer's Market and then prepare their food at our kitchen at Clifton Road and sell it at the Farmer's Market. Out of the Garden anticipates initially having the kitchen open 20 hours per week. They also plan to upgrade the shared use kitchen over the tenure of this grant.

Out of Garden plans to assist 10-15 new entrepreneurs during the first year of the grant and get our kitchen completely up-fitted. Ultimately, we hope to help 20 plus per year, assisting them to reach their goals.

UNCG

UNCG's Center for Housing and Community Studies will work alongside partners to develop a community-based research instrument that can track and monitor development within the local food system, particularly as it pertains to local farm operations. Additionally, this research tool can be used by City, County, and other community-engaged efforts to evaluate future programs that develop and promote our local food system. The short-term impacts include more precise data that help lawmakers and community organizers make better decisions regarding our food system and the immediate needs surrounding this project. The long-term impacts include longitudinal data that can improve City and County planning over time, as well as tracking and monitoring protocols that will ensure the long-term sustainability of our local farms and local/regional food system.



- b. List project objectives for the completion of this project. The objectives must be related to addressing the issue(s), problem(s), or need(s) mentioned in the above section and related to the project's approach and work plan. Add objectives as necessary.
- Objective 1: *Create and coordinate resources for local food businesses.*
 - Objective 2: *Create demand for local produce converted into a shelf-stable product.*
 - Objective 3: *Decrease the barriers for local farmers that want to diversify from commodity crops to locally consumed crops.*
 - Objective 4: *Assess the use of local food resources by consumers, including those provided through the proposed program.*
- c. Who are the intended beneficiaries of this project and how many are there? Specifically, the project should benefit farm and ranch operations serving local markets.
- The Guilford County Cooperative Extension is estimating that 30 farmers and entrepreneurs will take advantage of their program, based on conversations they have had with community members.
 - The Greensboro Farmer's Market is estimating that 6 farmers and 40 new businesses will take advantage of their programming. The finished demonstration kitchen will also benefit all current vendors and will diversify the Market's programming.
 - Clifton Road area residents; program partners believe that this program can serve as a model for interactions with other neighborhoods.
 - The data collected by UNCG will be of use to the wide range of community groups interested in building self-sufficiency into the local food economy, as well as providing specific feedback on program goals.

- d. What are the expected short- and long-term impacts to the beneficiaries of this project?
Specifically, the project should focus on the benefits to farm and ranch operations serving local markets.

Local Farmers

Local Farmers will see two benefits. The first is a diversified income stream through the production of value added products. This will also allow the farmer to provide an income stream through non-production months of the year. Offsetting the upfront cost of certification will mitigate a significant cost and reduce the risk to the farmer. We believe that by lowering the cost to the first participants in this program, subsequent farmers will be better able to see the benefits of the training.

The second benefit is increased use of their produce by connecting them to prospective food businesses through GAP certification training. Local farmers will also benefit from an increased number of food businesses that are looking for local raw products. The GFM Inc. estimates that there are 40 people interested in the entrepreneurship program, and 6 of their current produce vendors are interested in diversification.

The GCCE anticipates training 30 participants during the duration of this program. This number is based on surveys that they have conducted.

Clifton Road area residents

The Out of the Garden project will work with Clifton Road residents to use the kitchen space for food education purposes, as well as for production space for residents with food businesses, which also have access to the resources at the GCCE and the GFM. They will also be able to use the space to process food from their community garden for long-term storage. Local convenience stores will provide an opportunity to follow program models that coordinate neighborhood residents with local stores to increase produce access, particularly with locally-produced shelf products that are not perishable.

16. Technical Merit

- a. Work Plan: Describe the activities and timeline associated with each project objective. Include the following information for each objective mentioned in the Project Background:
A timeline for each activity and major output including the anticipated date of completion; Expected outcomes for each year of the project; Activities to be completed the project partners and collaborators; How and where the activities will take place; Required resources; Milestone(s) for assessing progress and success; Who is responsible for completing the activity, including collaborative arrangements or subcontractors; If conducting training and technical assistance, how will participants be recruited? How will you help guide program development and delivery?

Objective 1: To create and coordinate resources for local food businesses.

All three partners will have their kitchen and market space operational by September of 2016, and will be able to make the program operational shortly after the grant is awarded.

Objective 2: To create demand for local produce converted into a shelf-stable product.

The GFM will provide table space and marketing support for new products that are produced in their or GCCE kitchens as soon as participants have a product to provide. The market is open on Saturdays throughout the year, and on Wednesday's for eight months of the year. GCCE has a list of local farmers interested in expanding their businesses to include value-added, shelf-stable products.

Objective 3: *Decrease the barriers for local farmers that want to diversify from commodity crops to locally consumed crops.*

The GCCE will offer GAP certification training .The training will be scheduled each fall for the next three years. GCCE expects that through the cost-share training option more farmers will be willing to be certified, thus opening more markets such as restaurants, schools, food distributors and other institutions.

Objective 4: *Assess the use of local food resources by consumers, including those provided through the proposed program.*

- *UNCG will pilot test a community-based survey instrument, which is currently in development by the Center for Housing and Community Studies, Dr. Stephen Sills, and Dr. Marianne LeGreco*
 - *Pilot will include 300 surveys*
 - *Pilot will also include a factor analysis to develop the final instrument*
- *UNCG will carry out a total of 3 data collections using the survey instrument*
 - *Data collections will include a survey of the full population (N=3000) in Years 1 and 3*
 - *Data collections will also include a survey of (up to) 100 program participants in Year 2*
- *UNCG will also carry out additional qualitative data collection and field work associated with the program and its impacts on Greensboro/Guilford County's local food system*
- *UNCG will provide data analysis, report writing, and public dissemination of all research findings, in accordance with all the partners contributing to this project*

b. Outcome Indicators: Complete all Outcomes and Indicators that are relevant to the project with benchmark and/or target numbers. If you cannot provide the information, explain the reasoning (e.g. "Does not apply because..."). The exception is Outcome 4, which should only be completed for projects that have a food safety component). These outcomes and indicators are the same for both LFPP and FMPP because they are two components of FMLFPP. Applicants may provide additional Outcome(s) and Indicator(s) should they choose.

- Outcome 1: To Increase Consumption of and Access to Locally and Regionally Produced Agricultural Products.
 - 1. Of the [36] consumers, farm and ranch operations, or wholesale buyers reached:
 - a. The number that gained knowledge on how to buy or sell local/regional food OR aggregate, store, produce, and/or distribute local/regional food: 36
 - b. The number that reported an intention to buy or sell local/regional food OR aggregate, store, produce, and/or distribute local/regional food: 36
 - c. The number that reported buying, selling, consuming more or supporting the consumption of local/regional food that they aggregate, store, produce, and/or distribute: 36
 - Of the [76] individuals (culinary professionals, institutional kitchens, entrepreneurs such as kitchen incubators/shared-use kitchens, etc.) reached:
 - 1. The number that gained knowledge on how to access, produce, prepare, and/or preserve locally and regionally produced agricultural products: 76

2. The number that reported an intention to access, produce, prepare, and/or preserve locally and regionally produced agricultural products: 76
 3. The number that reported supplementing their diets with locally and regionally produced agricultural products that they produced, prepared, preserved, and/or obtained: 76
- Outcome 2: Increase Customers and sales of local and regional agricultural products.
 1. Sales increased from \$_____ to \$_____ and by _____ percent ($\frac{n \text{ final} - n \text{ initial}}{n \text{ initial}} (100) = \% \text{ change}$), as result of marketing and/or promotion activities during the project performance period.
 2. Customer counts increased from [total number of] to [total number of] customers and by _____ percent ($\frac{n \text{ final} - n \text{ initial}}{n \text{ initial}} (100) = \% \text{ change}$) during the project performance period.

We will not be using this outcome measure, as the Greensboro Farmers Market does not track the income of the businesses in the market. We will be able to track the overall number of businesses, and their overall success rate, but not the actual dollar amounts.

- Outcome 3: Develop new market opportunities for farm and ranch operations serving local markets.
 1. Number of new and/or existing delivery systems/access points of those reached that expanded and/or improved offerings of:
 - a. Farmers markets: 13
 - b. Roadside stands: 7
 - c. Community supported agriculture programs: 0
 - d. Agritourism activities: 0
 - e. Other direct producer-to-consumer market opportunities: 30
 - f. Local and regional Food Business Enterprises that process, aggregate, distribute, or store locally and regionally produced agricultural products: 40 (schools, food distributors and restaurants _____)
 2. Number of local and regional farmers and ranchers, processors, aggregators, and/or distributors that reported:
 - a. An increase in revenue expressed in dollars: 30
 - b. A gained knowledge about new market opportunities through technical assistance and education programs: 30
 3. Number of:
 - a. New rural/urban careers created (Difference between "jobs" and "careers": jobs are net gain of paid employment; new businesses created or adopted can indicate new careers): 40
 - b. Jobs maintained/created: 30
 - c. New beginning farmers who went into local/regional food production: 0
 - d. Socially disadvantaged famers who went into local/regional food production: 0
 - e. Business plans developed: 40

- Outcome 4: Improve the food safety of locally and regionally produced agricultural products. (Only applicable to projects focused on food safety!)
 1. Number of individuals who learned about prevention, detection, control, and intervention food safety practices: 30
 2. Number of those individuals who reported increasing their food safety skills and knowledge: 30
 3. Number of growers or producers who obtained on-farm food safety certifications (such as Good Agricultural Practices or Good Handling Practices): 30

Additional Outcome(s) and Indicator(s) (REQUIRED: Identify based on relevant project activities not covered above):

Indicator(s): Success of UNCG survey. The survey will cover both producers and residents. Surveys of producers on a regional level will provide data on production costs, growing conditions and other factors that influence participation in the local food market. Surveys of residents will provide market information to prospective businesses, as to what types of foods they currently consume and would be interested in buying from local sources as well as food that are not currently consumed but are culturally relevant and would be purchased if available.

4. Pilot survey of 300 samples.

The pilot will gather 300 survey responses to test for usability and analysis. This pilot survey will split into producers and consumers.

5. Three surveys during project life covering 3000 residents.

This will be a statistically significant survey of 3,000 residents and growers designed to better understand market conditions and opportunities.

6. Survey of program participants.

A survey of program participants will help accurately track program outcomes. To make this program sustainable, valid information about what program elements work, where there are still challenges, and what businesses have been successful will be vital to ensuring that other businesses will pay for certifications and training after the grant period.

c. Reports of research findings.

Describe how you will disseminate project's results (positive and negative) to similar organizations, stakeholders, and others that may be interested in the project's results or implementing a similar project.

The City of Greensboro Public Affairs office assists with disseminating information about City programs. Both the GFM and the GCCE belong to professional organizations that enable them to spread information about successful programming. The City of Greensboro Planning Department also participates in statewide and nationwide conferences and can participate in panel discussions on food-related issues, which have been featured in several recent conferences. UNCG plans to attend the National Communication Association conference at the Baltimore Convention Center in November 2019 to disseminate program results.

17. Achievability

- a. Describe your evaluation plan for measuring and achieving each relevant outcome and indicator, including the project-specific outcome and indicator.

Both the GFM and the GCCE will track participation in their program and have extensive connections with local farmers that will enable them to get feedback on the program. GCCE will conduct pre- and post-participation surveys to track knowledge gained, income gained, and product used. They also have conducted surveys indicating that these programs are needed and will be used; this list of possible participants will be a resource to build participation. All partners have the professional staff and support to complete the project.

In addition to directly tracking the results of the program, data from the University of North Carolina at Greensboro (UNCG) will provide additional data regarding the use of local food resources, the economic impact on local farms and local food entrepreneurs, and the overall functioning of the food system.

- b. Discuss if and how this project can be adapted to other regions, communities, and/or agricultural systems.

This proposal is a pilot of several programs that work together to create opportunities for local entrepreneurs and farmers. Other curb markets will be able to create similar programs based on the experience gained by the Greensboro Farmers Market. The GCCE program will provide valuable information on the creation and regulations of Low Risk Shared Use Kitchens, in rolling out new GAP rules through trainings and financial assistance with certification and in working with farmers on how to diversify their income. This should have wide-ranging applications.

The work with the Clifton Road neighborhood will be a valuable training ground for working with neighborhoods with food-access issues. This includes education, outreach, and the possibility of building relationships with neighborhood convenience stores. Existing programs around the country have shown that convenience stores are hesitant to stock local produce due to the cost of new equipment, lost shelf space, and the risks of perishable products. Introducing locally produced, shelf-stable products may help alleviate these issues.

Putting Clifton road in with the GFM and GCCE programs will provide an opportunity to gauge the value of synergy between these institutions. Many markets exist in neighborhoods with residents that, for cultural reasons, do not take advantage of market resources. Although the Clifton Road neighborhood is not adjacent to the farmers market, this program will be an experiment in getting beyond these issues.

- c. What are the potential challenges that may be encountered that would limit your ability to fulfill the objectives of this project and your strategy to address these challenges?

Since these are new programs, some of which deal with new federal guidelines, we will need to be flexible in our approach and change the programming as necessary to meet our desired outcomes. All three partners will track participants to ensure that program goals are being met.

- d. If the project and/or entity was previously funded, provides a depiction of the previous project's results that includes what was learned from the past project(s), what can be improved upon, and how those lessons and improvements are being incorporated into this application to make the ongoing project more effective and successful at meeting program goals.

The City used LFPP Planning grant funds in 2014 to complete the Fresh Food Access Plan analyzing our food economy and making recommendations in 6 segments of the food economy, from producers to the waste stream. This implementation plan takes many of those into account, while at the same time maintaining a focus on increasing the market for local produce. The current application builds on this plan in the following ways:

Producers

The plan identifies the risks inherent in diversifying away from commodity crops as a barrier. Providing training in GAP certification and a test space for development of new, value-added products will help reduce this risk.

Aggregator/Processor

This grant application provides space for aggregating, processing and otherwise adding value to local produce. The lack of a food hub, and of commercial and shared-use kitchens, was identified in the plan as a major gap in our local food economy. While the components of this effort will not function as a true food hub, the spaces provided by the partners in this program will serve as gathering space for entrepreneurs and producers and build sufficient market demand to support development of a regional food hub in the future.

Retailers

Retailers are limited in their ability to carry fresh produce by the expense and space taken up by refrigeration as well as the risk of spoilage. Having local produce transformed into a more stable product will help eliminate those factors. Focusing efforts on one neighborhood and stores in that area will help build the relationships necessary to making such programs work.

Consumers

This program will give new businesses good contact at the point of sale with consumers, allowing quick feedback on taste, packaging and other important considerations. It will also provide residents a space for food and nutritional education as well as for cooking, processing and preparing foods from community gardens for storage. The amount of food produced by a successful community garden can go to waste if there is no preparation made to store the excess.

Waste Stream

This program will indirectly reduce food waste and improve access to local produce by supporting ties between the GFM and the Out of the Garden project. The GFM will be able to get unsold produce into neighborhoods with limited food access and mobility, turning potential waste into a source of nutrition.

Reducing the cost and increasing the availability of produce may also encourage some residents to try a food they may not have otherwise and encourage purchases in future. Few programs address both supporting profit-based businesses and the needs of low-income/low-access residents, but this connection support both.

18. Expertise and Partners

- a. List project contributors, including applicant staff and external project partners and collaborators, and describe their relevant experience and past successes in developing and operating projects similar to those to be conducted under this project.

Project Contributor	Relevant Experience
City of Greensboro	Experience with grant reimbursement and management
GFM	Experience with training and classes Experience marketing their own programming Experience assisting businesses Links to local producers, restaurants and local retail Have begun up-fitting their facility to expand vending capability, and demonstration/training kitchens and classrooms
GCCE	Experience with training and classes Experience with education Links to local producers Experience with federal, state and local food safety laws Experience with food supply chain Experience with production
Out of the Garden	Extensive, long-term relationship with the Clifton Roads neighborhood Provides more than 15,000 meals each week in Guilford County through multiple programs
UNCG	Extensive experience with community-engaged research Center for Housing and Community Studies has partnered with the City on previous program evaluations Experience on federal, state, local grant-funded projects

- b. Describe the key role of all project contributors and your plans for coordination, communication, data sharing and reporting among members of the project team and stakeholder groups, both internal applicant personnel **and** external partners and collaborators.

The City of Greensboro will serve as the coordinator. These groups currently work together in a variety of ways, including serving on the City's Community Food Task Force. The Out of the Garden program currently has offices in the building that houses the GFM. The team plans to regularly meet to coordinate our efforts, review benchmarks and make adjustments as necessary. GCCE will be pivotal in providing GAP Trainings, food safety training and for providing a template of how to open a Low Risk Shared Use Kitchen.

- c. Describe how the project, and its partnerships and collaborations, will be sustained beyond the project's period of performance (grant funds).

The kitchens, market space, and programming developed during this grant period will remain in place after the grant. The grant will provide funding to establish innovative programs that will demonstrate the economic viability of new food products sourced from regional farms and in obtaining training and certification to prepare and aggregate fresh food products. The program will provide data and local examples of successful business models that others can emulate.

Greensboro is located in a region with a large number of farmers and varied growing seasons. Adjacent Winston-Salem and High Point are also potential markets for local food products. Program partners believe that the potential supply of local food and the size of the metropolitan areas are sufficient to create a sustainable regional marketshed.

More specifically, to be sustainable beyond the grant period the GCCE program will use data collected from growers that have gone through the programs to demonstrate that getting the certifications necessary to diversify their crops and serve a local market is a worthwhile business investment. GAP and other certifications are a significant up-front expense, which increases risk and makes growers significantly less likely to try new markets or to create value-added foods that require some minimal processing. By offsetting these upfront costs, and coordinating their programming with the GFM, the program will be able to create success stories they can market to growers across the region.

GFM will be giving participants their first 3 weeks of table rental at no charge. The program coordinator will be self-supporting if the predicted numbers of participants utilize these additional tables. This business model is based on interviews conducted with current and prospective market vendors. The Out of the Garden project will create a model for working long-term with residents to create local food products and convenience stores in the Clifton Roads neighborhood to sell them. This approach will have applicability with other neighborhoods. Upfront costs are a larger barrier to new business development in low wealth communities with limited access to capital and other resources. This program will offset some of those costs and make a variety of resources available to neighborhood food entrepreneurs. No other programs in Greensboro offer this combination of kitchen space, education, and access to resources- including locally produced food.

Regarding their work with convenience stores adjacent to the Clifton Road neighborhood, studies of programs designed to make fresh, local food available in convenience stores show that they work best when there is a partnership between the stores and the surrounding neighborhood. This effort will test these assumptions. The goal of creating locally made products that can be sold in these locations will

help create a closer relationship between producers, food entrepreneurs, and retailers that will be viable long-term.

19. Fiscal Plan and Resources

Please complete the budget justification below and ensure that you have included Critical Resources and Infrastructure letters to support the information.

Attachment A: Revised LFPP Narrative

Budget Justification *The expenses outlined in the Budget Justification must align with the activities provided in the Project's Timeline and need to fulfill the Project's Objectives and Expected Outcomes. The subtotal amounts for each cost category mentioned below must also match the amounts provided in each cost category in the SF-424A. Refer to Section 4.7.3 Allowable and Unallowable Costs and Activities of the RFA for more information on allowable and unallowable expenses. Applications submitted for consideration under LFPP must include the matching contribution in this section*

a. **Personnel** List each person who has a substantive role in the project and the amount of the request and/ or the value of their match.

Personnel #	Name/Title and How the Individual's Role Relates to the Objectives as Described under 15b Above	Level of Effort (# of hours OR % FTE)	Funds Requested
Personnel 1	Program Coordinator for the Greensboro Farmers Market	28 hours weekly; \$17.17 per hour (includes FICA)	\$75,000
Personnel 2	Stipend for Chef Demonstrations and Educators at the Greensboro Farmers Market	One day a week; \$50 per week for 52 weeks for 3 years	\$7800
Personnel 3	Part-time coordinator for the Out of the Garden project	20 hours; 20 to 25 hours weekly; \$15 to \$18 per hour	\$60,000
Personnel 4	UNCG staff: Co-PI Dr . Stephen Sills, Co-PI Dr. Marianne LeGreco; Joyce Clapp (project director); Undergraduate Mitchell Byers (mapping assistance); Undergraduate Catherine Choi and Phillip Sheldon, research and analysis	Principle Investigator, 3%; Project Director, 1.2%; Undergraduate work, 13%	\$26,707
Personnel Subtotals			\$169,507

b. **Fringe Benefits** *Provide the fringe benefit rates for each of the project's salaried employees above.*

Personnel #	Name/Title	Fringe Benefit Rate	Funds Requested
-------------	------------	---------------------	-----------------

Attachment A: Revised LFPP Narrative

Personnel 1	UNCG: CO PI Dr. Stephen Sills and Dr. Marianne LeGreco; Undergraduates	UNCG Faculty Composite rate is 33%; Undergraduates is 13%	\$6,603
Personnel 2			
Personnel 3			
Fringe Benefits Subtotals			\$6,603

Attachment A: Revised LFPP Narrative

- c. **Travel** Explain the purpose for each Trip Request. Please note that travel costs are limited to those allowed by formal organizational policy; in the case of air travel, project participants must use the lowest reasonable commercial airfares. For recipient organizations that have no formal travel policy and for-profit recipients, allowable travel costs may not exceed those established by the Federal Travel Regulation, issued by GSA, including the maximum per diem and subsistence rates prescribed in those regulations. This information is available at <http://www.gsa.gov>.

Trip #	Trip Destination and Travel Date(s)	Trip Purpose and How Travel Relates to Objectives Described Under 15b Above	Type of Expense (airfare, car rental, hotel, meals, mileage, etc.)	Unit of Measure (days, nights, miles)	# of Units	Cost per Unit	# of Travelers Claiming the Expense	Funds Requested
1	Survey Delivery throughout Greensboro's 10 zip codes; multiple times in each of 3 grant years	Will ensure statistically significant and useful data collection	Car Usage	Miles driven	140	\$.54	1	\$227
2								
3								
Travel Subtotals								\$227

☒ By checking this box, I affirm that my organization's established travel policies will be adhered to when completing the above-mentioned trips in accordance with [2 CFR 200.474](#) or [48 CFR subpart 31.2](#) as applicable.

- d. **Equipment** Describe any special purpose equipment to be purchased or rented under the grant. "Special purpose equipment" is tangible, nonexpendable, personal property having a useful life of more than one year and an acquisition cost that equals or exceeds \$5,000 per unit and is used only for research, medical, scientific, or other technical activities. Rental of "general purpose equipment" must also be described in this section. Purchase of general purpose equipment is not allowable under this grant.

Item #	Item Description, How Equipment will be Used to Meet Objectives Described Under 15b Above	Rental or Purchase	Acquire When?	Funds Requested
--------	---	--------------------	---------------	-----------------

Attachment A: Revised LFPP Narrative

1	Commercial Steam Kettle for GCCE	10,000	1	\$10,000
2				
3				
4				
Equipment Subtotals				\$10,000

e. **Supplies** List the materials, supplies, and fabricated parts costing less than \$5,000 per unit and describe how they will support the purpose and goal of the proposal.

Item Description	Per-Unit Cost	# of Units/Pieces Purchased	Acquire When?	Funds Requested
Commercial Dehydrator for the GCCE	\$ 1,000		Fall of 2016	\$1000.00
Commercial Vacuum Sealer for the GCCE	\$ 5,000		Fall of 2016	\$5000.00
Equipment for demonstration kitchen at the GFM And potential upfit to commercial kitchen	Various	Various—see attached spreadsheet	Fall of 2016	168,450
Equipment to finish the Out of the Garden kitchen	Various	See attached spreadsheet	Fall of 2016	\$12,000
UNCG Survey Supplies	\$.10	7600	Once per year	\$760
Bottler unit	\$6,000		Spring 2018	\$6,000
Supplies Subtotal				\$193,210

Attachment A: Revised LFPP Narrative

- f. **Contractual** Contractual/consultant costs are expenses associated with purchasing goods and/or procuring services performed by an individual or organization other than the applicant in the form of a procurement relationship. If there is more than one contractor or consultant, each must be described separately. (List each contract/consultant separately.)

Contract #	Name/Organization, Justification for Contract, and How Work Relates to Objectives Described Under 15b Above	Hourly Rate / Flat Rate	Funds Requested
Contract 1			
Contract 2			
Contract 3			
Contractual Subtotal			\$

☒ By checking this box, I affirm that my organization followed the same policies and procedures used for procurements from non-federal sources, which reflect applicable State and local laws and regulations and conform to the Federal laws and standards identified in [2 CFR Part 200.317 through.326](#), as applicable. If the contractor(s)/consultant(s) are not already selected, I affirm that my organization will follow the same requirements.

- g. **Other** Include any expenses not covered in any of the previous budget categories. Be sure to break down costs into cost/unit. Expenses in this section include, but are not limited to, meetings and conferences, communications, rental expenses, advertisements, publication costs, and data collection.

Item Description and How Expense Relates to Objectives Described Under 15b Above	Per-Unit Cost	# of Units/Pieces Purchased	Acquire When?	Funds Requested
GAP Certification Cost Share; provides incentive to participate in pilot program	1500.00	30 certifications	Throughout Program	\$45,000.00
ServSafe Certification Cost Share; provides incentive to participate pilot program	100.00	66 certifications	Throughout Program	\$6,600.00

Attachment A: Revised LFPP Narrative

East Market Street Development Corporation Cost Share; provides business development support for participants	\$500	10 classes	Throughout Program	\$5,000.00
Acidified Foods Training	\$500	15 participant's	Third Year	\$7,500
FCS agent to participate in train the trainer education	\$900	1	Second year	\$900
Marketing	\$10,000			\$10,000
Teaching/Demonstrations	\$115	156	Weekly	\$6,000
Outreach for Farmers Market program; highlight individual vendors as well as new products developed as part of this program. Materials will be customized for each vendor	Various	Varies	Throughout Program	\$10,000
Other Subtotal				\$91,000

- h. **Indirect** Indirect costs (also known as “facilities and administrative costs”—defined at [2 CFR §200.56](#)) represent the expenses of doing business that are not readily identified with a particular grant, contract, project function or activity, but are necessary for the general operation of the organization and the conduct of activities it performs. For the indirect cost formula and additional information, refer to Section 4.7.1 of the RFA.

Indirect Cost Rate Requested (%)	Funds Requested	Matching Funds <i>LFPP only</i>
10% see attached UNCG_ICRA_4-23-2015	\$3,433	346,320
	3433	346,320

- i. **Program Income** Program income is gross income—earned by a recipient or subrecipient under a grant—directly generated by the grant-supported activity, or earned only because of the grant agreement during the grant period of performance. Program income includes, but is not limited to, income from fees for services performed; the

Attachment A: Revised LFPP Narrative

sale of commodities or items fabricated under an award (this includes items sold at cost if the cost of producing the item was funded in whole or partially with grant funds); registration fees for conferences, etc.

Source/Nature of Program Income	Description of how you will reinvest the program income	Funds Expected
Program Income Total		

