

# 2017 KING CONSERVATION DISTRICT REGIONAL FOOD SYSTEM GRANT PROGRAM

## ADDITIONAL GUIDANCE

### PART 1: TERMS AND DEFINITIONS

### PART 2: EXAMPLE PRE-PROPOSAL

### PART 3: EXAMPLE LOGIC MODEL

### PART 4: LOCAL FOOD INITIATIVE STRATEGIES

#### PART 1

#### TERMS AND DEFINITIONS

##### PRELIMINARY WORK PLAN

This is a key question that describes how you envision carrying out your project. A logic model is one tool that can be useful to help you visualize how you will achieve your goals. An example logic model is included in Part 3 of this document.

Key terms used to describe your work plan:

**Task:** A grouping of related activities that typically occurs in the same block of time and/or are interdependent. Purchasing plants and planting them are interdependent activities. Planting plants and conducting a farm tour may be part of the same project but they are not interdependent and logically belong in separate tasks.

**Activity:** The actions that carry out the project (buying plants and planting them, developing a workshop and running the workshop, recruiting young farmers and training them, are examples of activities). It is important to provide clear information, including:

- Who will carry out the activity and who will participate?
- What is the nature of the activity?
- How will it be carried out and how can you describe it in numerical terms?
- Where will it be carried out and how big of an area or volume will it cover?
- When will it be carried out and how frequently?

**Outputs:** Tangible products issuing from the activity, such as a new warehouse, a workshop curriculum, enrolling people in a program or having a certain number complete the program, five acres newly in farm production, a website.

**Outcomes:** The difference made by outputs, their effectiveness. This could include specific changes in program participants' behavior, knowledge, skills, status, and level of function. For instance, if the goal of a program is to train future farmers, the outcome should be that many program graduates are farming successfully.

Some outcomes can only be measured in the short-term (1 – 3 years) while long-term outcomes (4 – 6 years) are less tangible. Therefore, it is best to focus on those short-term outcomes you can actually measure more immediately. Note that in some cases, this may occur beyond the funding period of your grant. You may include long-term outcomes, well beyond the grant period, if their attainment is self-evident. For example, a short-term outcome might be the establishment of a farmer cooperative or collective where capital costs are distributed among several farmers, which both increases their productivity and decreases their capital investments. A related mid-term outcome might be that within 6 years, local farming subsidies (such as this grant) result in an ever-increasing return on investment. This will lead to the long-term outcome of a strong, self-sustaining, and resilient food economy.

**Performance Measures:** How you measure outcomes. A quantifiable target of an organization's work and the results of that work. Performance measures are based on data and tell a story about whether an organization, project or activity is achieving its objectives and if progress is being made toward attaining organizational or project goals. Furthermore, the way to measure its attainment is reliable and accurate.

For the purpose of the pre-proposal, describe the method employed to evaluate the performance of your project and state the indicators of success. It can be as straightforward as a record of new farm product sales, acres in production or more complex like designing a survey.

Some performances are difficult to quantify or require methods that would go beyond the scope of your project. In addition, attempts at quantification may sometimes lack relevance. If your short-term outcomes are not quantifiable, seek an objective way to demonstrate success. For example: An applicant wishes to secure refrigerated space for farmers. The goals are that refrigeration will result in less spoilage and increase productivity. Because past records are unreliable, the project's impact relies on anecdotal information. For instance, five farmers have increased their crop acreage, or two now grow crops that would have a short shelf life without refrigeration. Good before-and-after documentation that shows successful outcomes will make up for lack of data.

## EXAMPLES OF OUTCOMES AND PERFORMANCE MEASURES

These examples can help you frame your answer for Questions 2 and 3 of the pre-proposal.

ACTIVITY	OUTCOME	PERFORMANCE MEASURE
NABC staff will provide outreach, recruitment, and technical assistance for adding King County farmers as members of the food hub.	Ten or more King County farms will join the food hub.	1) Number of farmers registered on food hub; 2) Total food hub sales (\$) of King County product (reported by seller).
Work with the City of Seattle and Human Links foundation to increase access of fresh local food to underserved communities.	Increased amount of local food in pre-school and day care meal programs to increase access to food for underserved communities.	1) Total number of sites purchasing from food hub 2) Total Farm-to-Table sales (\$).
Purchase and install 8x10 walk-in cooler.	Save energy and money by eliminating necessity for multiple separate refrigeration spaces.	Members will be surveyed to determine rate of energy use and cost prior to membership. After two months of active cooperative membership, members will be surveyed again to determine energy use and cost. The amount of energy required by walk-in storage must be less than individual members' total combined use of cooling facilities.
Evaluate economic impact of EBT sales and Fresh Bucks participation for farmers markets.	Sales data and regular evaluation results allow farmers markets to use economic impacts of SNAP/Fresh Bucks on markets and vendors to strengthen farmers market support.	Monthly reports (during farmers market season) track EBT and Fresh Bucks, including year-to-year comparison where applicable. Periodic analysis of SNAP shoppers (e.g. frequency, repeat shoppers, behavior change, etc. data).
As per an engineer's specifications, repair an existing cistern already on site in order to collect rainwater for irrigation.	Seven farm businesses at the Experience Farming Project (EFP) will be able to produce more crop varieties as a result of access to increased irrigation.	We will collect data from EFP participants about the number and types of crops they are currently able to produce and compare that information to participant crop data after irrigation systems have been improved. We will collect both qualitative information (anecdotes and observations on crop production from EFP participants) and quantitative information.

Snoqualmie Valley Preservation Alliance to work with new Water Improvement District (WID) commissioners to identify and implement early action projects, such as seasonal water right transfers and tile replacement projects.	Increased food production capacity due to WID's ability to address water supply and drainage needs.	At least thirty ag community members attend one or more visioning workshops; implement at least three seasonal water right transfers for the 2016 growing season.
--	---	---

**BUDGET**

If you are invited to submit a full proposal, you will be required to submit a full, detailed budget. Below are the categories allowable under this grant program.

- Staffing: Salaries/wages for individuals employed by your organization. Individuals not employed by your organization should be included under “Contractual.” You may include fringe benefits for each project participant in the staff category.
- Travel: Ground transportation, lodging, meals, mileage, and air transportation. Travel rates may not exceed the reimbursement rates allowed by Washington State and the Federal Government. For these rates, please visit [www.ofm.wa.gov/policy/10.90a.pdf](http://www.ofm.wa.gov/policy/10.90a.pdf). Travel costs for contractors should be included under “Contractual.”
- Equipment: Purchase of real property that supports the goals of the Regional Food System Grant Program and Local Food Initiative. This could include, for example: shared farm production equipment (new or renovated) (e.g. pickup truck, utility tractor, tractor implements, rotovator, equipment storage or other shared structures, food storage (e.g. cold storage, walk in freezer); food transportation vehicles (e.g. trucks, refrigerated trucks); equipment for value-added production (e.g. freezing, canning, dehydrating or otherwise processing food); equipment that allows schools or other institutions to utilize more local farm products (refrigeration, salad bar, blender, walk-in freezer, mechanical slicers/choppers, etc.).
- Supplies: software, field supplies, office supplies directly related to the project, workshop or training supplies, small non-equipment tools (hand tools, hand carts, wheel barrows, plant stock, etc.).
- Contractual: Services to be provided under a contract.
- Other: conferences and meetings (e.g. facility or equipment rental); communications (e.g. postage, on-line survey fees); speaker/trainer fees; publication costs (e.g. printing brochures, reports, etc.).

## **MATCH**

- Cash Match: Cash contributed to the project. This could include equipment purchased for project activities, personnel hired to help with the project who will not be hired if the project is not funded, paying for project outreach or printed materials, contributions or donations to the project. If you are contributing funds or seeking other funds, be sure to mention this and tell us the status of your request.
- In-kind Match: Contributions of goods or services, other than cash, which if not donated would have to be purchased with project funds. This could include volunteer time of partner organizations or others, donated equipment or facility use, supplies. Depreciation is not a valid in-kind match.

Here are some examples of how to determine a cash or in-kind match:

- A donor gives \$30,000 to your organization for operating costs. The donation is assigned to your unrestricted funds: IN-KIND –Why? The funds are re-assignable and would be spent regardless of the project, even though they also benefit the project. You are applying a portion of the sales proceeds from this project to running this project: CASH – Why? You are reinvesting cash generated from the project back into the project.
- Another donor contributes \$10,000 with no stipulations for its use. Your board of directors decides to allocate \$5,000 to your project for 2017: CASH –Why? Your board made an exclusive allocation that cannot be used for other purposes and would show in a balance sheet as project revenue.
- Your partners will contribute 100 hours of time worth \$6,700 in salary and benefits helping you carry out your project: IN-KIND –Why? No money is changing hands.
- Your partner will sub-contract you to carry out joint activities related to your project: CASH Why? It appears that you have mutually beneficial programs and cash is actually changing hands.
- You receive a grant of \$50,000 for a program that includes this project as a scope of work element for which you plan to allocate \$10,000 as part of your functional budget for this grant: CASH –Why? The project is specifically identified and budgeted and you received funds from a third party.
- A professional you hire donates half of his fee to this project: CASH and IN-KIND –Why? If you used a project-specific allocation to pay his or her fees, then half the fee requires a cash transaction and the other half sees no money changing hands.

**PART 2**  
**EXAMPLE OF A PRE-PROPOSAL**

**KING CONSERVATION DISTRICT REGIONAL FOOD SYSTEM GRANT PROGRAM**  
**PRE-PROPOSAL FORM**

Due April 24<sup>th</sup> by 4pm PST at [regionalfoodgrant@kingcd.org](mailto:regionalfoodgrant@kingcd.org)

<b>PROJECT TITLE:</b> New Farms Refrigeration Project		
<b>BRIEF PROJECT DESCRIPTION:</b> There are currently ten farmers growing crops on Vashon Farm Trust land. Storage and spoilage are becoming increasingly problematic with the growth in crop production. As farmers become more successful, they need a reliable cold storage facility to store their harvest before it is distributed to market.		
<b>NAME OF APPLICANT ORGANIZATION/BUSINESS:</b> Vashon Farm Trust		
<b>CONTACT PERSON:</b> John Deer		
<b>PHONE (office):</b> 206-463-0000	<b>PHONE (cell):</b> NA	
<b>E-MAIL:</b> john@VFT.org		
<b>ALTERNATE CONTACT:</b> NA		
<b>PHONE (office):</b> NA	<b>PHONE (cell):</b> NA	
<b>E-MAIL:</b> NA		
<b>ORGANIZATION ADDRESS:</b> 10700 Bank Road Vashon, WA 98070		
<b>WEBSITE:</b> NA		
<b>FUNDING PRIORITY:</b> <input type="checkbox"/> Consumer Demand <input type="checkbox"/> Land Access <input type="checkbox"/> Food Safety	<input checked="" type="checkbox"/> Infrastructure <input type="checkbox"/> Business Management	
<b>GRANT REQUEST:</b> \$7,900	<b>MATCH:</b> \$11,500	<b>TOTAL PROJECT COST:</b> \$19,400

## NARRATIVE QUESTIONS

### QUESTION 1: PROJECT PURPOSE (20 points)

*Describe the problem or challenge you are seeking to overcome and your solution. Be sure to refer to the Local Food Initiative strategy or strategies in answering this question (limit to no more than 3 strategies). Describe how the project is important and timely. Include overall goals and objectives.*

This project addresses three Local Food Initiative Strategies (1.1. Decrease start-up and expansion costs and remove barriers for farmers in food production, Strategy 1.5: Improve farmland productivity, and Strategy 2.3: Improve the local food processing, distribution, and marketing infrastructure). PROBLEM: The Vashon Farm Trust's ten tenant farmers collectively lose between 15% to 25% of their crop due to spoilage because of lack of refrigeration. While most farmers can significantly increase their production, the lack of refrigerated storage inhibits their growth potential. SOLUTION: The Vashon Farm Trust will support its tenant farmers with a refrigerated storage facility. Farmers will win in several ways, among them: increased production, superior products, and less spoilage. A large retailer on Vashon Island is donating two surplus shipping containers to the Vashon Farm Trust. Once retrofitted into refrigerated food storage units, we believe they will have a strong positive impact on the following Local Food Initiative strategies: 1) decrease infrastructure costs to individual farmers by absorbing the cost of capital projects; 2) increase farmland productivity – storing more increases growing capacity; and 3) improving food processing and distribution by addressing loss from spoilage along the distribution chain. Another benefit is better order fulfillment by reducing inadequate inventories due to small-batch harvesting practices.

### QUESTION 2: PRELIMINARY WORK PLAN (20 points)

*Describe your project. How will it work, what will it do, and who will do it? Identify the activities necessary to accomplish your project. Do you have a location and dates in mind? Be sure to include outreach and performance measurement activities.*

We will acquire two 40-foot shipping containers and convert them to 2,300 cubic feet of usable refrigerated storage space. Farmers will be assigned space based on their seasonal crop production plan for spring and summer crops, and fall and winter crops. They will be charged rent by the cubic foot to defray maintenance and energy costs. The two containers will be located side-by-side on site at the Farm Trust Commons and retrofitted to accommodate refrigeration units, shelving, and insulation. Installation will begin as soon as the grant is awarded, which is anticipated to be January 1, 2018. The storage facility will be operational within three months thereafter. Farmers will be surveyed 4 and 8 months after operation of the cold storage space to document changes in crop spoilage and loss and feedback from their customers on product quality.

### QUESTION 3: EXPECTED OUTCOMES (10 points)

*What are the measures of success of your project and how will you measure them? For example, new acres in production, dollars of new farm product sales, number of new farmers or new farm businesses. Describe the beneficiaries of the project and how many will be impacted.*

Current storage spoilage loss is 7.5 to 12% of production per farmer per year (for the 10 current farmers). We anticipate to lower this loss to 4% with refrigeration. We also expect a production increase of 33% per farmer per year due to better storage leading to more predictable markets. This should result in a net increase of 30% in sales per farmer for a single growing season. It should be noted that demand has consistently outstripped supply and produce has never been surplus.

**QUESTION 5: BUDGET (10 points)**

List the grant funds that you are requesting for each budget category. For in-kind or cash match, describe their planned use in the space below. Breakdown your expenses, tell us how you estimated them and why they are needed.

Grant Request	Year 1	Year 2	Total Grant Request
Staffing			
Travel			
Equipment	\$5,700		\$5,700
Supplies			
Contractual	\$2,200		\$2,200
Other			
Total Grant Request	\$7,900		\$7,900

Briefly explain the budget items and costs and how you estimated them. All requested items should correlate to the purpose and goals of the project. Additional budget details will be required if selected to submit a full proposal.

\$7,900 as follows:

Project supplies and equipment: Refrigeration equipment (includes two used 50,000 BTU converted AC units, wiring, welding, plumbing supplies, brackets, and 2 Coolbot controllers) - \$5,700

Contractor Professional installation assistance: \$500 plus cold room grade insulation spraying (\$1,000), and 2 concrete pads concrete delivery and pouring (\$700)

We have lowered the cost of refrigeration equipment by using off-the-shelf AC units based on proven do-it yourself Cornell University design for small farmers. The system relies on a Coolbot controller using standard AC equipment.



**QUESTION 5: WHAT RESOURCES ARE YOU AND YOUR PARTNERS CONTRIBUTING TO THIS PROJECT? ALTERNATIVELY, DESCRIBE HOW YOUR PROJECT IS PART OF A PRODUCER OR CONSUMER NETWORK THAT IS ESSENTIAL TO EXPANDING ITS REACH AND SUCCESS (10 points)**

*We would like to know about investments you and or your partners are contributing to this project, whether they are in-kind contributions (e.g., volunteering time, donated use of equipment or facilities) or financial contributions (e.g., other grants and donations). Can you estimate their dollar value and let us know what you have secured and what is still pending? Note that a cash match is not required.*

*In addition to your match, is your project dependent on a producer or consumer network for its success? Identify the network and outline those elements that will enhance the reach and success of your project.*

Total estimated value of in-kind match: \$11,150

Vashon Thriftfoods: Equipment and supplies: \$6,650

Retailer: The value of the donated trailers is \$2,500 each (Seattle used market) plus delivery and installation: \$6,000

Vashon Farm Trust: Donated lumber and hardware for shelving and concrete piers: \$650

Island Engineering: Design expertise - \$2,000 in donated consultation fees and design

Volunteer labor: \$2,500 (carpentry, welding, fabrication, and plumbing)

**QUESTION 6: WHAT EXPERIENCES AND CAPACITY DO YOU HAVE THAT QUALIFY YOU TO UNDERTAKE THIS PROJECT? (10 points)**

*Include your partners (or your network), consultants and other vendors in this answer. If you plan to hire contractors or consultants, list their qualifications as it pertains to the project.*

Island Engineers is contributing \$2,000 in professional services to design the refrigeration system and providing guidance for equipment purchase and installation. They will monitor performance occasionally and will continue providing free expert advice.

Vashon Farm Trust is a member of Vashon Island Growers Association and uses VIGA's services to market at the Vashon Island Farmers Market, and serve the schools and the Care Center (a senior housing facility). Vashon Farm Trust is also a member of the Puget Sound Food Hub.

All our farmers have graduated from our certification program which is based on the Seattle Tilth farmer training program.

Our board of advisers include, one agroeconomist, a wholesale food manager, two retired horticulturists, and a food marketer.

**QUESTION 7: HOW WILL YOU SHARE INFORMATION ABOUT YOUR PROJECT? (5 points)**

We will share the results of our first growing season through presentations in various local food forums throughout the Puget Sound region, and plan to document the construction process on

You Tube, making it available nationwide via social media specializing in sustainable agriculture. In addition, we plan to be featured in the Vashon Beachcomber, Voice of Vashon radio, and the PCC newsletter (PCC is one of our markets). KCD will be identified as a project funder in all outreach and marketing materials.

**QUESTION 8: WHAT ARE YOUR PLANS TO KEEP THE PROJECT GOING AFTER YOU HAVE SPENT THE GRANT AWARD? (5 points)**

Initial projections based on our business plan show the need to double our refrigerated space in five years. At that time, we will decide to build a facility or add more containers. Conveniently, the life cycle of our AC equipment comes to term in five years. Some of the future cost will be covered by maintenance and resource fees we charge tenant farmers at 5% of annual sales (in addition to the 10% of sales we assess in rent). The Vashon Farm Trust will continue operating its 100 acres of commons indefinitely. We have 10 active farmers and our waiting list has grown to 16 more. Among them, five farmers in training are awaiting farming space. Of the 100 acres, 2.5 are currently in production and we anticipate opening two acres per year in the next five years.

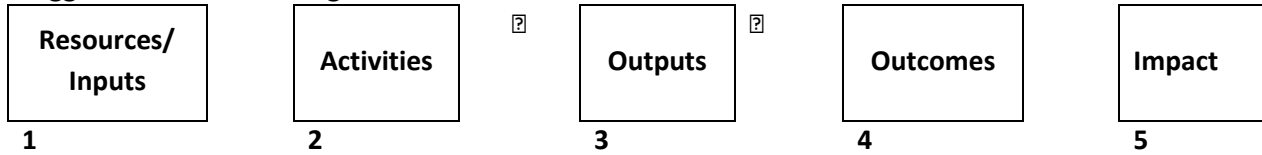
**QUESTION 9: FUNDING PRIORITY (10 points)**

*Complete this section only if you checked a Funding Priority on Page 1. How does your project address the Funding Priority? If your project addresses multiple priorities, provide an explanation for each.*

Our project addresses Infrastructure needs of the ten active farmers at the Vashon Farm Trust plus those farmers that will be coming on line as additional farming space becomes available. The proposed refrigeration will help decrease infrastructure costs to individual farmers, improve food quantity and quality as cold storage will allow us to keep more of our product and improve freshness; and sell more product because of reduced spoilage. Cold storage will also allow us to accommodate an increase in aggregated food distribution.

**PART 3**  
**EXAMPLE LOGIC MODEL**

**Kellogg Foundation Basic Logic Model**



**YOUR PLANNED WORK** describes what resources you think you need to implement your program and what you intend to do.

1. **Resources** include the human, financial, organizational, and community resources a program has available to direct toward doing the work. Sometimes this component is referred to as Inputs.
2. **Program Activities** are what the program does with the resources. Activities are the processes, tools, events, technology, and actions that are an intentional part of the program implementation. These interventions are used to bring about the intended program changes or results.

**YOUR INTENDED RESULTS** include all of the program’s desired results (outputs, outcomes, and impact).

3. **Outputs** are the direct products of program activities and may include types, levels and targets of services to be delivered by the program. [In a TIG project, your outputs are statements of your “process” objectives, the measures used to show that you have completed the activities you have identified as necessary to achieve your goals.]
4. **Outcomes** are the specific changes in program participants’ behavior, knowledge, skills, status and level of functioning. Short-term outcomes should be attainable within 1-3 years, while longer-term outcomes should be achievable within a 4-6 year timeframe. The logical progression from short-term to long-term outcomes should be reflected in impact occurring within about 7-10 years. [The short-term and medium-term outcomes are your project objectives – in the TIG Evaluation Framework, they are often included as bullets below your broad project goal.]
5. **Impact** is the fundamental intended or unintended change occurring in organizations, communities or systems as a result of program activities within 7-10 years. In the current model of WKKF grantmaking and evaluation, impact often occurs after the conclusion of project funding. [The desired impact is your project’s goals].

<b>Resources/ Inputs</b>	<b>Activities</b>	<b>Outputs</b>	<b>Outcomes</b>	<b>Impact</b>
<i>In order to accomplish desired activities, we need the</i>	<i>In order to address the identified problem and reach desired outcomes, we will need to carry</i>	<i>By accomplishing the stated activities, we will produce</i>	<i>Accomplishing these activities will lead to the following changes in the short term (1-3 years) and in the longer term (4-6 years):</i>	<i>Accomplishing these activities will lead to the following changes in the long term</i>

<i>following resources:</i>	<i>out the following activities</i>	<i>the following outputs:</i>		<i>(perhaps 7-10 years):</i>

For more information visit: [www.lri.lsc.gov/pdf/other/TIG\\_Conf.\\_Materials/EMcKay\\_Logic\\_Model\\_Intro\\_LSC.pdf](http://www.lri.lsc.gov/pdf/other/TIG_Conf._Materials/EMcKay_Logic_Model_Intro_LSC.pdf)

**PART 4**  
**KING COUNTY LOCAL FOOD INITIATIVE STRATEGIES**

For related action items refer to the Local Food Report starting on Page 42:

<http://your.kingcounty.gov/dnrp/local-food/documents/2015-KC-Local-Food-Report.pdf>

**APPENDIX A: FOOD ECONOMY TARGETS, STRATEGIES, AND ACTION ITEMS**

**TARGET 1**

- Strategy 1.1: Decrease start-up and expansion costs and remove barriers for farmers in food production (land, equipment, related infrastructure, taxes, insurance, capital investment).
- Strategy 1.2: Improve drainage to bring more land into production.
- Strategy 1.3: Improve availability and efficiency of irrigation water: save what we have, share what we have, and if possible, find more.
- Strategy 1.4: Preserve farmland for food production, building on the recommendations of the King County Farms and Food Roundtable.
- Strategy 1.5: Improve farmland productivity.
- Strategy 1.6: Enhance recruiting, training, and technical assistance programs for new farmers, with consideration of diverse cultural and language needs.

**TARGET 2**

- Strategy 2.1: Create awareness of King County locally-produced foods via marketing and education to consumers.
- Strategy 2.2: Increase technical assistance for selling and sourcing locally.  
Farmers/Producers: retail-readiness and market assistance  
Restaurants, Institutions, and Grocery Retailers: how to source locally and implement sustainable practices
- Strategy 2.3: Improve the local food processing, distribution, and marketing infrastructure in King County to accommodate and increase aggregated food distribution.
- Strategy 2.4: Support emerging markets for selling locally-produced foods.

**APPENDIX B: HEALTHY FOOD ACCESS ACTION ITEMS**

- Strategy 1: Increase the number of healthy food procurement policies in King County institutions (schools, child care, hospitals), with emphasis on institutions serving priority populations, in order to increase fruit and vegetable consumption at these institutions.  
*(Must generate demand for King County agricultural products)*
- Strategy 3: Increase the number of King County farmers markets with nutrition incentive programs for Supplemental Nutrition Assistance Program (SNAP) recipients, with emphasis in South King County.

- Strategy 4: Increase policies, practices, and incentives in local jurisdictions that promote access to healthy eating among priority populations. *(Must generate demand for King County agricultural products)*
- Strategy 5: Increase the amount of fruits, vegetables, and other healthy food options available in food banks and meal programs. *(Must generate demand for King County agricultural products)*
- Strategy 9: Identify and implement strategies with the retail sector to promote and incent fruit and vegetable purchases by priority populations. *(Must generate demand for King County agricultural products)*
- Strategy 10: Coordinate with the health care sector to implement innovative programs, practices, and policies to increase fruit and vegetable consumption by priority populations. *(Must generate demand for King County agricultural products)*
- Strategy 11: Increase the number of healthy food procurement policies in large gathering places (community centers, worksites, recreation/cultural settings), with an emphasis on places in low income communities. *(Must generate demand for King County agricultural products)*
- Strategy 12: Engage and build capacity in communities to continue to learn and address barriers to increasing fruit and vegetable consumption and food security. *(Must be part of a broader education/outreach/marketing campaign to get priority populations to buy more local)*
- Strategy 13: Increase access to direct market outlets among priority communities including local Community Supported Agriculture programs (CSA), farmers markets, farm stands, mobile markets.
- Strategy 16: Create a freebate program to correct for market distortions and externalities. *(Must show a link where local producers directly or indirectly benefit).*
- Strategy 17: Implement educational activities and outreach in high need communities to empower communities to eat more fruits and vegetables. *(Must show a link where local producers directly or indirectly benefit).*