

Alachua County, Florida

Recovery Plan

State and Local Fiscal Recovery Funds

2022 Food System Equity Program:
Food System Workforce Development
and Jobs Pipeline for Disadvantaged
Communities Proposal

Alachua County, FL 2022 Recovery Plan

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GENERAL OVERVIEW

Executive Summary

In response to the COVID-19 Pandemic, the Federal government has provided the Alachua County Board of County Commissioners (ACBoCC) funding through the American Rescue Plan – State and Local Fiscal Recovery Funds. Many low-income and disenfranchised communities were disproportionately impacted in their employment opportunities by COVID. This project supports marginalized communities with the expansion of high-quality vocational opportunities in Alachua County's local food system. Vocational work in areas such as custom meat processing and culinary arts represents a unique opportunity for those in the workforce and youth looking for future career opportunities.

This project builds off evidence for food system workforce programs developed by the ACBoCC through their 2020-2021 locally funded Community Redevelopment Food System Grants. Project partners will include workforce board, institutional, and local non-profits engaged in food system economic development, farmers' markets, and ethnic-culturally specific food/meat producers. The partnership will build quality job opportunities for communities facing covid-based inequities in this sector and will also increase the local resilience of the food system. By creating better employment opportunities in our food system, we can bring greater economic stability to these disadvantaged communities. Culinary arts professionals may also act as ambassadors in their communities for healthier food choices.

Uses of Funds

The ACBoCC will allocate \$250,000 over two years (\$125,000 per year) to expand high-quality vocational opportunities in the food system targeting communities facing covid-based inequities. Approximately 100 individuals will be assisted with food related vocational training over this time period. This workforce development will increase the local resilience of the food system in our community per Treasury guidance under Negative Economic Impacts (EC 2.10) Assistance to Unemployed or Underemployed Workers by creating a **Youth Leadership** culinary arts jobs pipeline for youth in disadvantaged communities and the expansion of a jobs training opportunities through an existing **Community Kitchen** space.

These programs will provide assistance to individuals who want and are available for work, via job training, assistance to individuals to start small businesses & development of job and workforce training centers focused on food system occupations from farmers to culinary arts professionals.

Disadvantaged communities in Alachua County have experienced ongoing job insecurity and a lack of upward income mobility which has also been exacerbated by COVID. Workforce development in the high-demand food system sector will promote greater equitable outcomes in these communities.

Promoting equitable outcomes

In 2018, before the pandemic, Alachua County was estimated to have 3.3% unemployment (Florida Department of Health, 2022) however, in marginalized communities' unemployment was in some ethnic groups twice this rate at 7%. (National Equity Atlas, 2022) In the same time period, 36,000 or 13.9% of the population were food insecure or have inconsistent access to affordable foods that promote well-being and prevent disease in quantity and quality.¹

Pre-COVID, these marginalized populations were also stressed with healthcare inequities. (Dimperio, 2021)

Since the pandemic, these communities face covid-based inequities that entrench or exacerbate conditions of disproportionate unemployment levels and food insecurity. Employment with a livable wage and access to nutritious food are critical factors in maintaining health and preventing disease. Food system-related diseases for marginalized communities increased nationally because of COVID. This can be seen in the surge of demand for 2021 SNAP benefits which increased by 15% in January and 21% in October 2021.

Food insecurity in black communities is compounded by unemployment trends that run almost double² that of white populations in Florida. The Centers for Disease Control (CDC) has highlighted the nexus between the disproportionate impacts of COVID on health outcomes based on employment and food insecurity. The CDC *Employment Loss and Food Insecurity — Race and Sex Disparities in the Context of COVID-19* report highlights the economic disparities around problems of aggravating chronic unemployment and the lack of food security for marginalized and low-income communities. (Coats)

Interventions such as proposed by this program may bring better employment opportunities in food system occupations may to address access to food that in turn can reduce health impacts due to COVID in at-risk communities.

Program Goals, Awareness, Access, and Distribution

- a. Goals: This proposal targets food system employment opportunities for historically underserved, marginalized, or adversely affected groups in qualified census tracts or combination of underlying income, employment, and COVID impacts to provide:
 - A youth jobs pipeline for culinary arts and healthy food outcomes
 - And a community kitchen space supporting workforce training with certificate opportunities for a culinary arts program
- b. Awareness: Alachua County piloted these programmatic responses using local funds in 2020-2021 with high participation of marginalized communities and great success. That pilot

¹ <https://map.feedingamerica.org/county/2018/overall/florida/county/alachua>

² The Economic Policy Institute tracks Florida state unemployment rates, by race/ethnicity and overall, 2022Q1 listing black unemployment at 5.3% and white at 2.8%
<https://www.epi.org/indicators/state-unemployment-race-ethnicity/>

program has ensured that the 2022 expansion will be equitable and practical in enabling these communities to be aware of the services funded by the SLFRF.

- c. Access and Distribution: The two programmatic responses target services to different eligible populations based on their needs as youth entering a jobs pipeline and certification training for unemployed and underemployed workers. These responses recognize the differences in levels of access to benefits and services across groups. A sub-recipient agreement or contract with an administrative entity with food system expertise requirements will assist in promoting the program and completing applications that meet eligibility criteria.
- d. Outcomes: Having three programmatic responses, as previously stated, targets services to different eligible populations, but it also addresses problems with the underlying food system of the community at a holistic level from youth, workforce, and talent development to producer.
 - Youth jobs pipeline for culinary arts and healthy food outcomes:
 - Youth career awareness and exposure, marketable trade skills, better home nutrition outcomes, jobs pipeline creation.
 - Community Kitchen space as a location for workforce training with certificate opportunities for culinary arts outcomes:
 - Culinary arts certification, food-related farmer support, better employment opportunities with higher incomes. Stability of income and employment contribute to greater food security and health outcomes, small farmer and rancher profitability, market access, food safety, greater resilience for the entirety of the local food system

Promotion of the program and participation will be tracked by disaggregating outcomes by race, ethnicity, and other equity dimensions as part of the reporting requirements. These reporting requirements build upon the qualitative and quantitative reporting developed by the 2020-2021 pilot program.

Efforts to Date to Support Economic and Racial Equity

The ACBoCC supports and protects at-risk communities through its Strategic Vision that integrates equity, vital programs supporting housing and health, alongside non-profit sector service partners.

Equity was placed at the forefront of Alachua County through a November 2020 voter-approved charter amendment that directed “(an) examination of policies for all County operations for elements of racial, economic, and gender bias in the design and delivery of County programs and services. The County will identify and act to mitigate and improve upon the effects, patterns, and disparities imposed by said biases.”

Unemployment and under-employment are equity issues for Alachua County. It is felt most acutely in marginalized communities during emergencies such as the COVID-19 pandemic and aligns with Treasury Guidance for Coronavirus State and Local Fiscal Recovery Funds. ACBoCC detailed related equity goals within their adopted Fiscal Year 2022 Strategic Guide³.

This guide defines equity: “Equitable means striving to treat everyone justly according to their circumstances, providing opportunity and access for everyone, while focusing on closing existing equity and access gaps.” It also sets Guiding Principles to address root causes, utilize a collaborative approach, and operate in a transparent, accountable, efficient, and effective manner in service delivery. Within the Guide’s “Achieve Social and Economic Opportunity for All” header there are several the goals related to the programmatic response of this proposal:

- “Build[ing] equitable access to health (physical and mental), safety, and opportunity, especially for people who haven’t traditionally had access to those systems,” which correlates to the CDC findings of employment and food security.
- “Focus our Economic Development efforts on local businesses and removing barriers to economic opportunity,” which ties to the workforce development efforts of the proposal.
- “Work with private and public partnerships, including farms and local food entrepreneurs, to build a community food system,” which ties back to the overall programmatic response of this proposal based on the 2020-2021 pilot project efforts.

ACBoCC also made significant investments in creating an overall Equity Plan for County operations and community engagement, hired talented leadership to spearhead this effort, and engaged in pilot projects to support food system equity outcomes since the ballot initiative. Efforts are ongoing.

In addition, the County has set related objectives in its Comprehensive Plan Community Health and Economic Element, that inform this project proposal and justify the ARPA funds.

Community Health Element:

Policy 1.2.2 Develop and encourage civic engagement and volunteer opportunities in community projects that promote community health.

Policy 1.2.3 Increase access to health-promoting foods and beverages in the community. Form partnerships with organizations or worksites, such as employers, health care facilities and schools, to encourage healthy foods and beverages.

Policy 1.3.1.1 Promote food security and public health by encouraging locally-based food production, distribution, and choice in accordance with the Future Land Use Element.

Policy 1.3.1.3 Continue to offer support for home and community gardening through programs offered by USDA Farm to School Programs and the Alachua County Extension Office and target low-income and populations at high-risk for health disparity for programs promoting gardening, healthy food access and nutrition improvement.

³ <https://alachuacounty.us/Depts/OMB/Strategic%20Alignment/Board%20Level%20Strategic%20Guide%20Overview.pdf>

Policy 1.3.2.6 Alachua County community planning efforts and community support programs will encourage participation by health coalitions and networks to create environments that support enjoyable, healthy eating, physical activity and a positive self-image.

Economic Element:

Policy 1.1.5 Alachua County shall expand its economic base by creating an environment which encourages job skills training, education and entrepreneurship through strong partnerships with CareerSource North Central Florida, the University of Florida, Santa Fe College, the School Board of Alachua County, YouthBuild/Institute for Workforce Innovation, and related organizations that provide education and training to the community.

Policy 1.2.1 Alachua County shall encourage the allocation of resources for the retention, expansion and development of local business and the recruitment of businesses and industries. Priority shall be given to the retention, expansion and development of local businesses. This strategy shall include support for efforts to provide expanded opportunities for education, including jobs-related skills training, to increase workforce participation and better employment opportunities for populations that are experiencing economic disparities identified in the “Understanding Racial Inequity in Alachua County” Report (2018)⁴.

Policy 1.7.1 Partner with community groups and other local governments in the region to delineate and promote a local food shed for the development of a sustainable local food system. Alachua County will participate in a study to establish baseline measures and measurable targets towards the increase of local food use by Alachua County institutions, including: (a) Identify and partner with relevant agencies and organizations, such as the City of Gainesville, area retailers, UF IFAS Extension, Florida Farm Bureau, Florida Organic Growers, UF Field to Fork, Working Food, Alachua County School Board, UF, UF Health, and SFC. (b) Identify components of the local food economy, such as appropriate food shed, distribution system, and local food segment of retail purchases. Set target goals and develop methodology to identify and track local food use by Alachua County institutions.

Policy 1.10.4 Partner with IFAS, local farmers, and community groups to develop and implement educational strategies on the benefits of purchasing locally grown and/or processed foods.

Constraints and Challenges

Because the proposal is multi-faceted and geared toward differentiated communities, recruitment, training cohorts, and subsequent reporting will be highly dependent on their availability and willingness to participate, in some cases, a multi-year effort. Because of the time constraints around ARPA funding, however (the funding must be obligated by December 31, 2024, and expended by December 31, 2026), it is recommended that we proceed with the program despite this shortcoming.

This challenge highlights the need to rely on our community partners in the non-profit food system, Workforce Board, and higher education certification programs to continue their community engagement work to reach eligible participants. The SEEDS Office will manage the County’s responsibilities in conjunction with a related non-profit partner through a sub-recipient agreement or contract to devise methods of identifying potential participants using procedures developed over the 2020-2021 pilot program for outreach.

⁴ https://www.bebr.ufl.edu/sites/default/files/Research%20Reports/ri1_baseline_report.pdf

Project Demographic Distribution

Per Treasury guidance, the program funds are targeted to communities in zip codes that have experienced COVID-based inequities, are generally low-income communities, and can be further defined as part of HUD's Qualified Census Tract (QCT). For this program, these residents and communities will be identified by meeting one or more of the following Treasury guidance points:

A program or service is provided at a physical location in a Qualified Census Tract [QCT] (for multi-site projects, if a majority of sites are within Qualified Census Tracts) and A program or service where the primary intended beneficiaries live within a Qualified Census Tract;

- Households located within QCTs area are eligible for program participation and will be targeted for programmatic outreach.
- The following are QCTs in Alachua County in 2022: 2.00 (i.e. 2.01 & 2.02), 6.00, 8.06, 9.01, 15.14, 15.15, 15.16, 15.17, 15.19, 15.21 (i.e. part of 15.22), 16.05 (i.e. 16.03 & 16.04), 18.02, 19.02, 22.18.

Low-income households and communities are those with (i) income at or below 185 percent of the Federal Poverty Guidelines [FPG] for the size of its household based on the most recently published poverty guidelines...based on the most recently published data.

- Per Treasury guidance, "communities" as referenced above can be determined as a qualified community if the community as a whole has a median income below 185 percent of FPG.
- These guidelines allow Alachua County to expand the number of qualifying Census tracts to also include tracts: 3.01, 3.02, 4.00, 7.00, 8.08, 8.09, 10.00, 15.20 (i.e. part of 15.22), 19.08, 20.00 (i.e. 20.01 & 20.02), 21.02, 22.17.

Low-income households and communities are those with...(ii) income at or below 40 percent of area median income [AMI] for its county and size of household based on the most recently published data.

The Treasury's final rule allows both low-income (40% AMI) and moderate-income (65% AMI) to qualify for assistance.

- Residents in communities which do not qualify under the above requirements can still be eligible to participate in the program if their income is 40% AMI or less.

Finally, households can qualify for participation if they qualify for other federal benefits. These include:

- Temporary Assistance for Needy Families (TANF),
- Supplemental Nutrition Assistance Program (SNAP),
- Free- and Reduced-Price Lunch (NSLP) and/or School Breakfast (SBP) programs,
- Medicare Part D Low-Income Subsidies,
- Supplemental Security Income (SSI),
- Head Start and/or Early Head Start,

- Special Supplemental Nutrition Program for Women,
- Infants, and Children (WIC),
- Section 8 Vouchers,
- Low-Income Home Energy Assistance Program (LIHEAP), and
- Pell Grants

Community Engagement

This Food System Workforce Development and Jobs Pipeline proposal benefits from years of prior County Commission strategic commitment with community engagement on successful past projects.

Pre-Pandemic Efforts & Pre-ARPA Funding

Several years before and immediately following the COVID pandemic the ACBoCC sponsored programmatic work for aspiring entrepreneurs, food service professionals, restaurateurs, and farmers. These early efforts highlighted the extreme need for robust training programs that can support low-income and under-employed people to gain the skills they need to pursue careers or business ideas in the food industry. While there is no lack of demand for services, the lack of baseline skills in the aspiring farmers and a lack of coordinated resources to facilitate their success in our community has caused County-sponsored incubation programs to struggle.

Working Food 2020-2021 Pilot Project

In response to the food system demand for services and entrepreneurship skills, a 2020-2021 pilot project with Working Food, a local food non-profit. This pilot project focused on critical work with institutions and community partner stakeholders. Pilot project partners included UF Entrepreneurship and Professional Development Programs, Greater Duval Neighborhood Association, Chef Empowerment, and CareerSource. Working Food's efforts developed working groups exploring the wide-ranging needs of the food community and economy. Working Food also developed a curriculum through these groups and discussions and implemented culinary training, nutrition education, and food-related job skills to address these needs. Through these partnerships, Working Food was also able to pilot a Young Chefs program to build educated eaters, cultural identity, and community understanding of local food, nutrition, and food safety with youth. By working with multicultural chefs that provide fun, age-appropriate activities and education on cooking skills, cultural food identity, nutrition, and food safety, they created a program that built a strong foundation of food literacy with the next generation of citizens and leaders.

ACBoCC's ARPA proposal builds off the pilot project's community engagement strategy, neighborhood relationships, and institutional partnerships to provide direct feedback on the relevance and efficacy of program delivery. The ACBoCC's creation of a dedicated Office of SEEDS, outreach strategies, and policy framework support equity goals and engagement with communities that have historically faced significant service barriers.

Labor Practices

Not Applicable.

Use of Evidence

The proposal aims to serve approximately 100 individuals with food-related vocational training over the next two years. These services will improve employment opportunities for marginalized communities that may be facing food insecurity and unemployment/underemployment that the COVID-19 pandemic has impacted. The program will provide a report highlighting the approximate number of individuals that received services as part of the program, as well as post-participation surveys.

In September 2020, ACBoCC awarded a COVID relief food system workforce grant to Working Food's Seed to Plate program. This pilot project and its results are the evidence-based interventions incorporated into the proposed SLFRF program.

Running from 2020-2021 the Seed to Plate pilot program's goal was to increase education and demand for local food, develop a plan for needed culinary skills training, and accelerate food system innovation in Alachua County to address healthy food access and local food systems development. The project focused on two key areas: 1) planning projects that will guide how we can stimulate local food industries and protect public health by improving food access and expanding workforce opportunities and 2) expanding opportunities for education on cooking, food safety, and nutrition, including life and jobs-related skills to increase better eating habits, community engagement in our local food system, and better employment opportunities in our food system. The three main program components of the pilot included a Young Chefs Program, Workforce Development Program and Community Kitchen Program.

Young Chefs Program Summary

By increasing children's knowledge of the local food system, the community develops workforce capacity and leadership. Programs that deeply engage with youth are critical to ensuring economic success but also help address issues of access, consumption, and food sovereignty. The pilot program was a collaboration with the Greater Duval Neighborhood Association, led by Mr. Andrew Miles, and the Chef Empowerment Program, led by Chef Carl Watts, to offer the Young Chefs Program. The youth program provided exposure to gardens, and cooking classes, increased access to fresh and healthy foods and built confidence, and skills in youth. It inspired a lifelong behavior shift and future food-related opportunities in the food system. It also allowed Working Food to build trust and relationships with Black-led organizations. This empowered the organizations to be co-leaders in creating a vision for a healthy, local food community. Community trust allowed for the development of a culturally competent youth culinary program providing cooking, nutrition, and food safety skills while also connecting students to the heritage of their food and future career opportunities.

This program supported five Young Chefs in the initial classes in the 2020-21 school year. Students ranged from 12-17 years old. The Young Chefs celebrated their graduation from the class with the Pop-Up Restaurant (Appendix_1) which they hosted for their families and community members at Working Food in early summer 2021. Students cooked, plated, and served a three-course farm-to-table meal (Appendix_2) and learned how to work in a commercial kitchen. Families and students alike

beamed with pride at the beauty of the food and the students' hard work. For the 2021-22 school year the program grew to seven Young Chefs. In all, 20 classes were completed in a mixture of commercial and home kitchen settings.

Workforce and Local Food Economic Development Summary

Working Food supported workforce development and technical training as part of a working group with Alachua County, the City of Gainesville, CareerSource, Santa Fe College, and the University of Florida. This team created a cross-institutional food system workforce plan. Several partnerships and programs have developed from these meetings. The Working Food Community Kitchen provided the infrastructure support for local food business development, focusing on assisting women, disenfranchised, and disadvantaged entrepreneurs.

One tangible collaboration from the community discussions is a new Culinary Arts Certificate course from the UF Office of Professional and Workforce Development. This 16-week course combines online and in-person education and externships with local businesses. The in-person instruction was held at Working Food's kitchen. CareerSource, Alachua County's workforce board, also partnered with UF and is offered ten full scholarships to cover the cost of the course for eligible students. This affordable education and certification can provide a unique opportunity for individuals in the local community to gain skills and contacts in the local restaurant and hospitality industry or to start their own food-based business and build their personal and family wealth. The first pilot cohort of this program began in January 2022 with 6 participants, and with the additional support of a WIOA grant from CareerSource Working Food was able to offer full scholarships for 4 participants (See Appendices Video Links).

Working Food Community Kitchen Summary

COVID shuttered the operations of the Working Food Community Kitchen Space. In September 2021, under pandemic safety protocols, it reopened with a renewed focus on restarting and refreshing processes and procedures for client intake, onboarding, and ongoing standard operating procedures for kitchen and storage clients. In the last six months of 2021, there was a steady increase in inquiries. During this period, they accepted 17 clients. These clients included new food trucks, producers of value-add products, and a local woman-owned and operated meat processing co-operative. In addition to the direct entrepreneurial support, the kitchen has been a critical space for new education and workforce development efforts. Access to the kitchen remains critical for storing and preparing ingredients for the Young Chefs classes. In addition, the team hosted a large pop-up event at the kitchen in the summer to wrap up and celebrate the end of the winter/spring curriculum and classes. Additionally, the kitchen serves as instructional space for the UF Culinary Certificate Program.

Application of Pilot Program Results

This program builds off the pilot initiative and will target households in 2022 HUD Qualified Census Tracts and individuals and communities with limited financial resources that qualify per the ARPA Final Rule. Alachua County's program will issue a sub-recipient agreement or contract with a non-profit entity to develop the reporting and budget detail, recruit community participation, coordinate the program delivery, and prepare reports.

Performance Report

ACBoCC will track the performance goals of the allocated funds through regular reports and surveys developed under the 2020-2021 pilot program. The section below outlines a high-level approach to performance management and key performance indicators per expenditure category 2.10.

Key Performance Indicators

- Number of workers enrolled in sectoral job training programs
- Number of workers completing sectoral job training programs
- Number of people participating in summer youth employment programs

PROJECT INVENTORY

Project [Identification Number TBD]

Project Name: Food System Equity Program: Food System Workforce Development and Jobs Pipeline for Disadvantaged Communities Proposal

Funding amount: \$250,000

Project Expenditure Category: (EC 2.10) Assistance to Unemployed or Underemployed Workers

Project Overview

\$250,000 Alachua County Food Security – Food System Workforce Development and Jobs Pipeline for Disadvantaged Communities

Per Treasury Required Programmatic Data for Assistance to Unemployed or Underemployed Workers (EC 2.10), the following section provides a brief description of the structure and objectives of the assistance program, the number of individuals served, and how the aid responds to the negative economic impact of COVID-19.

Timeframe: Fall 2022-2024

Project Description: Spur greater food system resilience and employment opportunities for disadvantaged communities. This will be accomplished through two interlinked programs. The two programs will include:

- 1) A Youth Leadership culinary arts jobs pipeline for youth in disadvantaged communities.
- 2) And support for job training opportunities through an existing Community Kitchen space.

Youth Leadership – Using ARPA funding, the Youth Leadership program will expand from the 2021 efforts in three ways. First, by connecting various food-related youth programs, weaving seeds, gardening, nutrition, culinary skills, and career development into the work plan. Second, by working on a set of evaluation tools that will identify the strengths and challenges with the program for refinement. And third, by developing a Youth Food Leadership Internship Program as the culmination of youth development programs. This internship opportunity builds on the youth garden and culinary efforts by adding crucial workforce, leadership development, and economic advancement areas. As youth approach adulthood, developing responsibility along with socioemotional skills becomes crucial.

Summer Sling is part of the Out East Youth Support Services (OEYSS), a mentoring and empowerment program run through the Greater Duval Neighborhood Association that benefits local youth grades 5 - 12.

Summer Sling runs for six weeks. This program helps students develop a plan for after high school while building leadership skills among their peers. It focuses on career exploration and civic engagement, enhancing each youth's opportunity to gain knowledge that can prepare them for a career and lifestyle for success. Participants will visit several colleges, universities, and alternative programs and get to go to job sites to get a first-hand view of different career opportunities to choose from.

Project YouthBuild is an educational, occupational, and leadership program for young people with low incomes who have dropped out of school. Students have the opportunity to earn their high school diploma, multiple nationally recognized construction or CNA credentials, and a post-secondary scholarship; all while giving back to their community.

Overall Youth Food Leadership programming is designed to be a real-world employment-based experience that will teach youth important life skills related to employability, work ethic, and character from an African American cultural frame while also incubating youth in the values and practices of a local food system.

2-Year Estimated Cost: \$135,000 for Youth Food Leadership programming serving between 85 and 100 individuals.

Program funds will be used to support Youth Food Leadership activities:

- Up to 8 students and 20-35 family members will receive food biweekly.
- Up to 4 Youth Food Systems Leadership Program Interns
- 13 teens through Summer Sling
- 40 young adults through offering Project Youthbuild a series of classes on food business entrepreneurship.

Community Kitchen – Community kitchens that meet health and safety, storage, and preparation needs are critical infrastructure for vocational development programs. ACBoCC in partnership with the non-profit sector supports the development of these spaces to create high-quality food-sector jobs and expand local food production. A community kitchen serves as a vocational training, business support, and jobs hub. Programs with culinary certificates can help address this gap. It can also serve local farmers.

There is a great demand for kitchen space to support non-profit and other community organizations in their efforts to provide food assistance and address food security efforts. Additionally, there continues to be a need for kitchen space as a “lab” for pilot testing local food economy and community projects and ideas. The Women’s Meat Co-op and the UF Culinary Arts Certificate program[1] are examples of this. Other conversations around potential collaborative pilots include a food waste recovery meal pilot and various options for local farm produce aggregation, processing, and distribution for institutional use (K-12 schools, County jail, University of Florida), restaurant use, and retail.

2-Year Estimated Cost: \$115,000 for Community Kitchen programming serving between 17 and 27 individuals.

Program funds will be used to maintain the kitchen for operational support.

- Through a partnership with UF, 15-24 students per year will complete the 16-week culinary arts certification program⁵.
- Community Kitchen program will assist 2 to 3 local farmers from marginalized communities over the 2-year period.

Collaboration and Partnership

ACBoCC will seek a collaborative partnership with community organizations and institutions to expand on the related pilot projects started in 2020-2021. The County will seek assistance from an entity with relevant experience to act as program manager via a sub-recipient agreement or a contract.

[1] University of Florida Professional and Workforce Development <https://pwd.aa.ufl.edu/culinary-arts/>

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Appendices

APPENDIX_1 MENU - Young Chefs Pop-Up Restaurant-1.pdf

APPENDIX_2 RECIPE - Young Chefs, Class 1, BBQ Chicken.pdf

APPENDIX_3 Professional Training Curriculum.pdf

APPENDIX_4 Farm2Food Florida 2021 - Exit Survey Compiled Results.pdf


VIDEO LINKS:

<https://www.linkedin.com/feed/update/urn:li:activity:6881606040492761088>

<https://www.linkedin.com/feed/update/urn:li:activity:6879069309939814400>

<https://www.linkedin.com/feed/update/urn:li:activity:6877291538590920705>





BBQ Chicken with Parmesan Roasted Potatoes & Heirloom Collards

*A recipe by Chef Carl Watts for the Young Chefs Cooking Classes
in collaboration with the Greater Duval Neighborhood Association & Working Food*

ingredients

- 8 boneless chicken thighs
- 8 large potatoes
- 1 lb or package of chicken neckbones
- 1 yellow onion
- BIG bunch of Heirloom Collard Greens
- 1 bottle of favorite BBQ sauce
- 2 TBSP parmesan cheese
- smoked paprika
- 1/2 bunch of fresh Italian parsley
- 1 TBSP Italian seasoning
- salt & pepper
- canola oil

instructions

1. Heat the oven to 400 degrees
2. Wash the collard greens, potatoes, & parsley
3. **Chop** the yellow onion
4. In a large pot, heat a drizzle of oil over medium heat
5. Add the chopped onion to the pot, allow it to cook until tender & see-through
6. Add the neckbones, stir so that they don't stick to the bottom of the pot
7. WASH YOUR HANDS
8. While the neckbones cook, **cube** your potatoes
9. Add water to the pot of neckbones, filling it a little more than halfway full of water. Turn the burner to high.
10. **Mince** the parsley
11. Place your cubed potatoes on a pan and add a dash of oil, minced parsley, pinch of smoked paprika, and salt & pepper to-taste. Mix it all together with your hands until the potatoes are evenly coated in seasoning.
12. Place the potatoes in the preheated oven and **roast** for 40 minutes.

Continued →



instructions (con't)

13. Roll the greens lengthwise and slice them into strips.
14. Turn the heat on the neckbones down to medium-high and add the collard greens
15. Drizzle oil in an **oven-safe** skillet and add salt, pepper, and Italian seasoning
16. Place the chicken in the skillet and stir with hands to coat with the oil & seasoning
17. Place the chicken in the oven and set a second timer for 30 minutes
18. WASH YOUR HANDS
19. Stir the potatoes and place back in the oven
20. Check the collard greens. Add water to the pot if needed. Add salt & pepper to the collards, stirring as you do.
21. When there are ten minutes left on the potato timer, take the tray of potatoes out of the oven, stir, sprinkle with Parmesan cheese, and then place back in the oven to finish cooking.
22. When there are 15 minutes left on the chicken timer, pour BBQ sauce over chicken so it is fully covered in sauce. You will not need the whole bottle. Place the chicken back in the oven to finish cooking.
23. When the timers go off, check the potatoes for tenderness with a fork. **Check the temperature** of the chicken making sure the internal temperature is 165, or by cutting into it at the thickest part and making sure it is totally white and done.
24. Stir the collards vigorously to remove meat from the neckbones. When they are tender and meat is falling from the bones, they are ready.
25. Serve the BBQ chicken, Parmesan roasted potatoes, and collards greens all together. Pro-tip – dip the potatoes in the BBQ sauce.
26. Share & Enjoy!

PROFESSIONAL TRAINING

C U R R I C U L U M



KNIVES, KNIFE CUTS & KNIFE SHARPENING

- Selecting a Knife Set
- Proper Knife Handling
- Handling a Chef's Knife
- Cutting with a Chef's Knife
- Sharpening Your Knife



FOOD & KITCHEN SAFETY

Food Safety	Cleaning Up
Handwashing	Kitchen Safety Basics
Buying & Storing Food	
Preparing Food	



DRY-HEAT COOKING METHODS

How to Pan Fry	Searing
Pan Tossing	Breading & Battering
How to Sweat	Shallow Fry & Deep Fry
How to Sauté	How to Stir-Fry



MOIST-HEAT COOKING TECHNIQUES

Submersion	Steaming
Braising	Pressure Cooking
Stewing	
Pot Roasting	



STOCK FUNDAMENTALS

Fundamentals	Veal & Beef Stock
Dark Stock	Plant-Based Stocks
Short Stock	
How to Make Broth	

ROUXBE

PROFESSIONAL TRAINING

C U R R I C U L U M



SEASONING

Basic Seasoning

Brining

Herbs

Marinades

Fats & Oils

Acids: vinegars, alcohol
and citrus



PLATING

The Basics of Plating



NUTRITION IN THE KITCHEN

Basic Nutrition

Diets and Dietary
Restrictions

Basics of Cooking for
Health Support



SALADS & VINAIGRETTES

Salad Greens

Selecting & Preparing

Vinaigrette Basics



VEGETABLES

Vegetable Pigments

Cooking in Water

Steaming Vegetables

How to Roast Vegetables

How to Purée Vegetables

ROUXBE

PROFESSIONAL TRAINING

C U R R I C U L U M



EGGS

Boiling & Scrambling
Frying, Basting &
Poaching

How to Make an Omelet
How to Make a Frittata
How to Steam Eggs



SOUPS

Broth-Based Clear Soup
Stock-Based Clear Soup
Roux-Based Soup

Starch-Based Thick Soup
Consommé



SAUCES

Béchamel Sauce
Velouté Sauce
Tomato Sauce
Butter Sauce

Hollandaise Sauce
Demi-Glace
Pan Sauce
Plant-Based Sauces



RICE & GRAINS

Steaming & Boiling
Pilaf Method
Risotto Method

Varying Risotto
How to Cook Grains
How to Make Polenta



LEGUMES & PULSES

How to Cook Dried
Legumes and Pulses

ROUXBE

PROFESSIONAL TRAINING

C U R R I C U L U M



PASTA

How to Select Pasta

How to Cook Pasta

How to Make Fresh Pasta | Laminated Pasta



MEAT

How Heat Affects Protein

How to Cook Steaks

Premium Cuts of Steak

How to Roast Prime Rib

Prepping Steaks



POULTRY

Poultry Fundamentals

Roast a Whole Chicken

Enhanced Roast Chicken



FISH

How to Buy & Store Fish

Cooking Fish

How to Pan Fry Fish



BAKING BASICS & BREADS

Baking Basics

Making Bread

Wheat & Gluten

Stages of Bread Making

Quick Breads

How to Shape an Epi

ROUXBE

PROFESSIONAL TRAINING

C U R R I C U L U M



PASTRY BASICS

How to Make Pâte	Crêpes
Brisée	Custards
Pâte Sucrée	Soufflés
Pâte à Choux	



CHOCOLATE

Basics of Quality Chocolate

ROUXBE



FLORIDA 2021 PROGRAM EXIT SURVEY COMPILED RESULTS

Note: Seven of the ten participants disclosed their names for the surveys and three did not. For Heather, Rhonda, and Lisa, wherever their names are mentioned, it is an educated guess with a high degree of confidence based on location, language used, and other identifying information included in their survey.

Q1) Would you recommend the Farm2Food program to fellow women farmers interested in launching a food/beverage product?

- Absolutely! (10/10)
- Most likely yes
- Not sure /mixed feelings
- Definitely not

Q2) Overall, how satisfied are you with your experience with the Farm2Food Program?

- Extremely satisfied (10/10)
- Somewhat satisfied
- Neither satisfied not dissatisfied
- Somewhat dissatisfied
- Extremely dissatisfied

Q3) What describes your experience in the Farm2Food Program? Please check all that apply.

- Gave me access to professionals and expert who provided answers to my individual questions (10/10)
- Provided information that was applicable and valuable for my product (10/10)
- Increased my skill set and knowledge level (10/10)
- Provided a strong sense of community and positive support (8/10 – Rhonda and Ana were the two that did not select this)
- Introduced me to new markets and ideas (7/10 – Amy V, Heather, and Ana were the three that did not select this)
- Increased the number of products I sell or plan to sell within 12 months (4/10 – Ana, Maria, Amy H, and Lisa selected this)

Q17) Overall, how would you rate the Farm2Food program (curriculum, speakers, structure, etc.)?

- Excellent (9/10)
- Good (1/10)
- Fair
- Poor
- Very poor

Q18) Overall, how would you rate your Farm2Food experience?

- Excellent (6/10)
- Good (4/10)
- Fair
- Poor
- Very poor

Q4) If you could summarize your Farm2Food experience in 3 sentences or less, what would you say?

Amy V: It was energizing and fun to work in a group of people navigating similar challenges. The experience gave me time and structure to think about, research, and analyze my business and products. It was also very difficult for me to carve out the time to get the most out of the program due to pre-existing commitments and workload, plus some unforeseen circumstances that came up.

Ana: Developing a shelf stable meat product is an intimidating task. This course gave me a clear path of action. I'm sure I'll encounter things I won't be sure about along the way, but this course also provided me with the right resources to reference, and even names of professionals in the field that will come incredibly handy. I'm so grateful for all the knowledge I gained!

Rebekah: This was a great opportunity. Our farm started out as a homestead, turned hobby farm, and gradually turned into a business. The program helped propel me forward to make wise business decisions.

Candace: This experience has dramatically widened my perspective. Seeing the vast opportunities has tasked me with the responsibility of streamlining and refining our product to satisfy the needs of our projected customer base. The calculating worksheets are a valuable tool that I will continue to use for analyzing costs as the business grows. Thank you for curating such a wonderful ensemble of professionals, tools, and examples. Sincerely, Candace Jones

Joelle: A wonderful opportunity to connect with small business owners in our community as well as connect with so many valuable resources in our backyard.

Heather: Farm2Food encourages women to take control of their agribusiness and provides the tools necessary to create and fulfill their value added product dreams. The group was supportive, informative and helped to increase my confidence. I feel lucky to have been a part of this group.

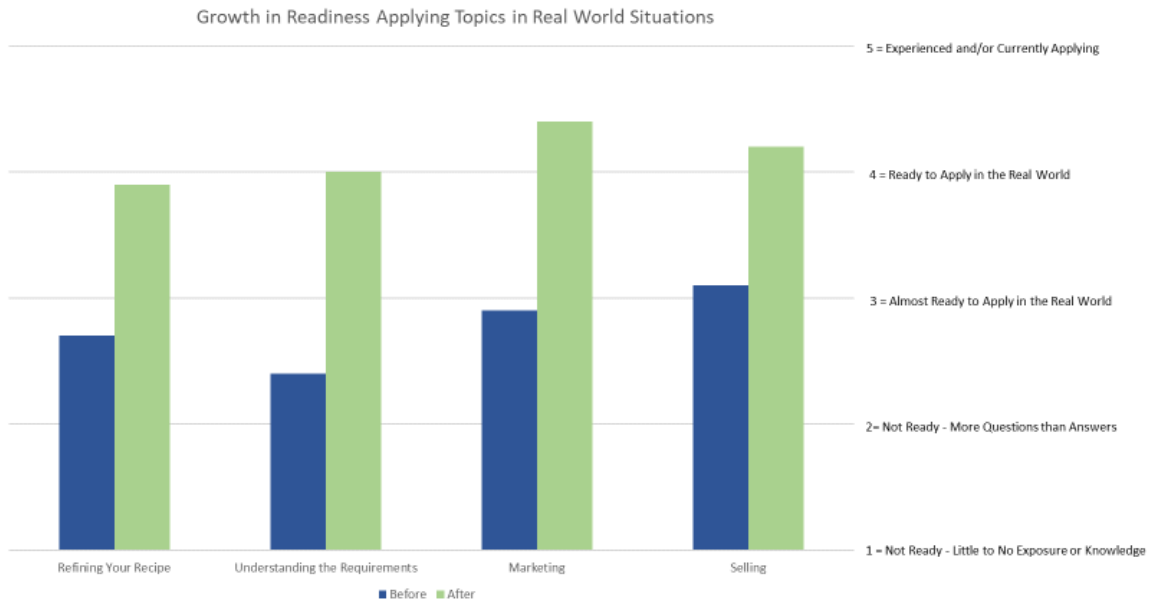
Maria: It was one of the best experiences I have had with online training. Amazing group of women at different levels of development of their products really made a huge difference in the discussions. Katie's organizational skills were awesome and the expertise shared by all the speakers really made a difference in the content of the sessions.

Rhonda: Experts were great! Participants were great! Katie is great!

Amy H: F2F has been a great hands on opportunity for myself and other like minded women get the info we need to get our products to market without having to do all of the research on the who, what, where, why and how. F2F has been like a beacon in the fog of small business start ups in the food industry. I have thoroughly enjoyed the discussions with the many industry experts and collaborating with my course mates and it has opened my mind to thinking outside of the idea box I had in my head.

Lisa: Amazing!! The effort and the support that we received was so genuine and good it far surpassed any course I have ever paid for.

Q5) Rate your readiness level applying the topics covered in this program in a real world setting (before = prior to starting the program, after = after completing all modules in the program).

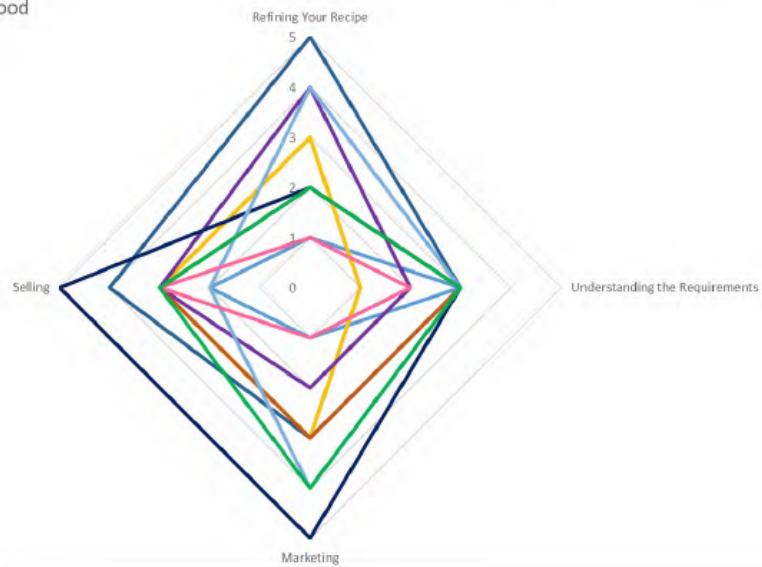


Refining Your Recipe – Ideation, Lab Testing, Formula Development
 Understanding Requirements – Food Safety, Licensing, and Packaging + Shelf-Life
 Marketing – Core Customers, Pain Points, Value Proposition
 Selling – Knowing Your Costs, Pricing, and Pitching to Buyers

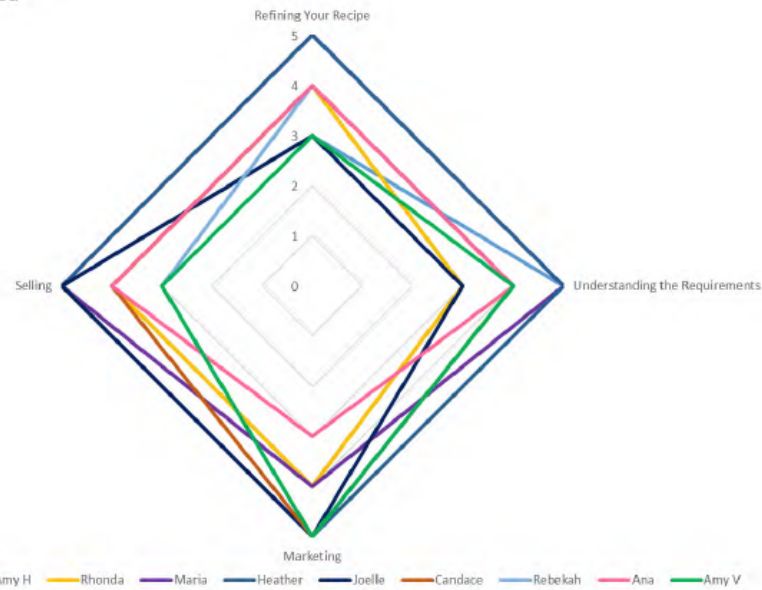
Overall, participants become more well-rounded and grew their readiness to apply topics. See below for a compilation of the individual responses for before and after the program. 1-5 correlates with the readiness scale in the chart on the previous page.

— Lisa — Amy H — Rhonda — Maria — Heather — Joelle — Candace — Rebekah — Ana — Amy V

Before Farm2Food



After Farm2Food



4 | Farm2Food Florida 2021 Program Compiled Exit Survey Results

Q6) Describe the progress you made on your product / business throughout the program.

Rebekah: I've had my product in place for a few years, but the course taught me to refine my formula. My business knowledge grew exponentially through knowing my costs, market research and pricing, and defining my mission.

Candace: The product ideation activity was huge for me! Since that class I have been refining my approach to better meet the pain points of our customers and not just following an internal passion. Adjusting has required a reformulation of our tea blends, but in the end I feel it will prove to be an invaluable investment in our customers and the product.

Joelle: I was able to really evaluate my product from all angles throughout the program. I now have many valuable resources to work with as we continue to develop it.

Heather: I was not a complete novice before entering the program, but the program helped to greatly increase my confidence in myself, my business and my ability to talk about my business and products.

Maria: We originally had one flavor and now we have seven different flavors with the COGS associated to each flavor set, profit margins and sales projections for the next 5 years also completed. We have a business plan, a logo, a name and determined packaging needs. We have price quotes for packages (primary, secondary and tertiary). We have decided on how to approach our challenge with packaging and distribution of the frozen product. We now have a CFO and a team that works with us on the costs and sales projections. We have purchased equipment and decided on tests to perform for quality control. We have adjusted the pH of our product to meet regulatory agencies. We have also narrowed down our target customers and geographic area for distribution as well as transportation requirements. We are better prepared to deal with licenses, permits and certifications.

Rhonda: recipe especially for safety and shelf life. pain points and core customers. costs. progress in these areas

Amy H: I've kind of done a full circle from fresh product with the desire to shelf stable, then to refrigerated back to fresh product because I have a better understanding of my costs and market demands.

Q7) Indicate your level of confidence with the following statements about the current status of your product and future plans.

I have identified and validated the market for my product. (Mean = 4.6/5)

- Extremely confident (7/10)
- Very confident (2/10)
- Somewhat confident (1/10)
- Slightly confident
- Not at all confident
- Doesn't apply

I have defined a minimum viable prototype for my product. (Mean = 4.2/5)

- Extremely confident (7/10)
- Very confident
- Somewhat confident (1/10)
- Slightly confident (2/10)
- Not at all confident
- Doesn't apply

I have identified a viable selling path for my product. (Mean = 4/5)

- Extremely confident (2/10)
- Very confident (6/10)
- Somewhat confident (2/10)
- Slightly confident
- Not at all confident
- Doesn't apply

I have adequately assessed my product readiness for selling in my target market. (Mean = 3.8/5)

- Extremely confident (4/10)
- Very confident (2/10)
- Somewhat confident (3/10)
- Slightly confident
- Not at all confident (1/10)
- Doesn't apply

I have developed a scalable business model. (Mean = 3.7/5)

- Extremely confident
- Very confident
- Somewhat confident
- Slightly confident (1/10)
- Not at all confident (1/10)
- Doesn't apply

Q8) The overall length of the program (15 weeks) was

- Just right (7/10)
- Too long (2/10 – Candace and Amy V)
- Too short (1/10 – Maria)

Q9) The overall length of each week's live discussion (1.5 hours) was

- Just right (10/10)
- Too long
- Too short

Q10) The overall intensity of the module activities was

- Just right (8/10)
- Too much / too intense (2/10 – Joelle and Rhonda)
- Too light / not intense enough

Q11) Please drag and drop the program components into the appropriate buckets

Expert speakers

- Loved! (10/10)
- Liked
- Could do without

Speakers from food companies

- Loved! (9/10)
- Liked (1/10)
- Could do without

Individual marketing assistance

- Loved! (8/10)
- Liked (1/10)
- Could do without

Videos

- Loved! (5/10)
- Liked (5/10)
- Could do without

Weekly emails and coordination

- Loved! (5/10)
- Liked (5/10)
- Could do without

Expert articles

- Loved! (5/10)
- Liked (4/10)
- Could do without (1/10)

Module activities

- Loved! (4/10)
- Liked (6/10)
- Could do without

Community aspect of the site

- Loved! (4/10)
- Liked (4/10)
- Could do without (1/10)

Online discussion forum

- Loved! (2/10)
- Liked (8/10)
- Could do without

Q12) If you have any additional comments on the overall delivery of the course (e.g., content, instructional quality, etc.) please share them below.

Amy V: The community aspect of site and individual marketing assistance I didn't get to use much yet but hope to soon! I really loved the concept of the course, learning from others in my region, and wish that I had had an additional 10-15 hours a week to make solid progress on product development, testing, etc. I definitely have a foundation to go back on now to make solid progress when I am ready.

Rebekah: The videos were great quality, and short and to the point. They were sometimes were a visual repeat of the article, but other times offered new information. The 1 1/2 hour session were always full of practical instruction. Module activities were great hands-on experience to practice what we had learned and immediately apply it to our business.

Candace: I appreciate the time and effort dedicated to sharing this information. A couple of the weeks felt repetitive, in that we had already covered the subjects earlier, but may have been necessary for other members of our cohort. I initially thought it would be a six week commitment but was happy to continue beyond that. Ten to twelve weeks would have been my preferred length of commitment for this course.

Joelle: Y'all did an amazing job! The only thing that was a little harder for me was working with assignments through email and then on the platform. I was finding myself jumping back and forth to make sure I wasn't missing anything. I also felt like I was downloading a bunch of stuff and or copy and pasting. I am not super savvy on the computer so it could be me. Also, I loved the additional chat rooms but they were so slow to load on my end (rural internet) that made it challenging to participate in and stay up to date.

Heather: The course is intense and time consuming, but extremely valuable. My advice would be to ensure that future applicants are aware of the time commitment required. Then only those that can truly dedicate the time are involved.

Maria: We realize that there are too many aspects of launching a product but it would be helpful to have a session on distribution/transportation as well as one for sales and follow up with customers. It might help to apply all the content learn and to prepare a business model that would be ready when the course ends. It would also be useful to have a unit on complying with laws, contingency planning, exit strategy, seeking funding and building a team (hiring and firing).

Rhonda: The interface was not intuitive or easy for me a lot of the time and things got lost. It was clunky. I could not really figure out how to communicate via the website so I didn't really get to talk to anyone outside of the online class. I liked the experts, the articles and the videos and the staff and participants were great.. Also, maybe figure out how to tell people who are going to be on the call and who are outside to get a windscreen. It was so loud with the wind going by the mic. A lot of distractions during calls too.If you want to listen but you are making noise mute yourself. I don't know if this was distracting for others but I have a hearing problem.

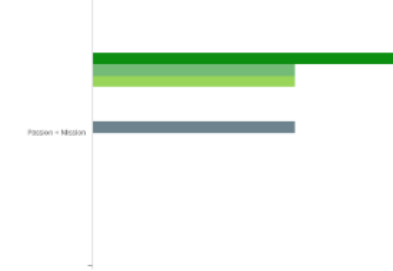
Amy H: The only thing I felt was redundant was when Andrew would read the article and then it was the same article for us to read.

Q13) Rank the modules by overall value (1 = most valuable, 15 = least valuable)

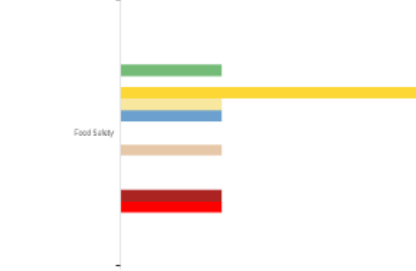
Chart colors: Greens = Most Value, Reds = Least Value, Middle Color (Yellows Blues Grays) = Mid-Range Value

Launching Your Product

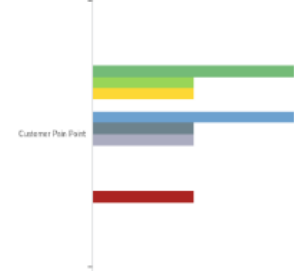
Module 1 – Passion & Mission



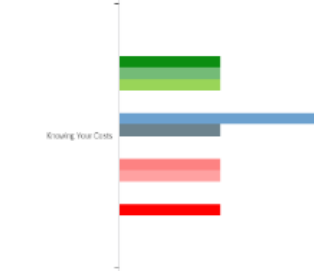
Module 4 – Food Safety



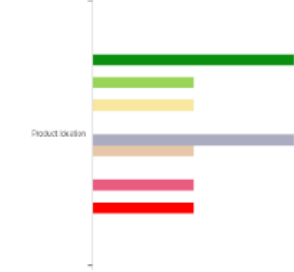
Module 2 – Customer Pain Point



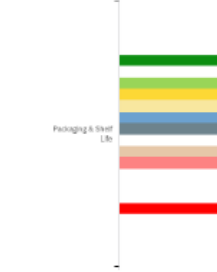
Module 5 – Knowing Your Costs



Module 3 – Product Ideation

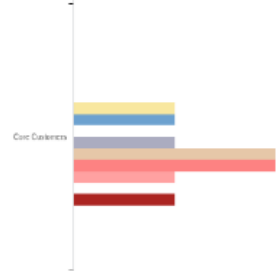


Module 6 – Packaging & Shelf-Life

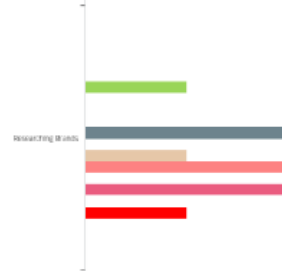


Marketing

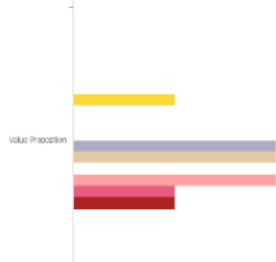
Module 7 – Core Customers



Module 9 – Researching Brands

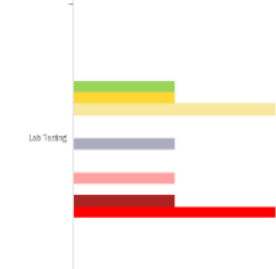


Module 8 – Value Proposition



Scaling & Growth

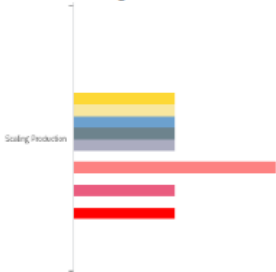
Module 9 – Lab Testing



Module 11 – Consumer Testing

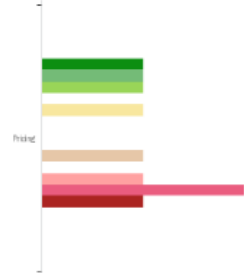


Module 10 – Scaling Production

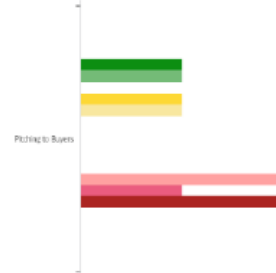


Pricing & Pitching to Buyers

Module 11 – Pricing



Module 12 – Pitching to Buyers



Q14) What did you find most valuable about the Farm2Food Program? Please describe specific article/videos, live discussions, or exercises that were particularly useful to your learning.

Amy V: The structured time to dedicate and focus on a project that was getting pushed to the back burner, the connection to and learning from other farmers and value added producers in my region. I have already practiced pricing, marketing, and cost of production with other products in my existing business so those were not new concepts to me, but still good exercises to go through.

Ana: The discussions about food safety and lab testing were incredibly helpful. These experts had experience with the my particular product. Speaking to them gave me confidence in my action plan, and they were able to clear so many of my questions.

Rebekah: The owners of First Magnitude were wonderful! I loved hearing how they run a successful business and try to stay more local instead of branching farther out! Packaging was extremely helpful as I have wanted to find away to extend shelf life, which packaging can play a part in. I can't say enough good things about all the modules related to costs and pricing. A business can not be successful if ignorant of costs, and I needed this instruction to learn how to figure it out properly.

Candace: Identifying the customer pain point aside from my own preferences and passion was a big step for me. Knowing the pain point is key in developing any product that will be sold. I now know that my mission is important but not the most important aspect of building this business.

Joelle: I think what was most valuable to me was the connection and resources with everyone involved. I really enjoyed the weekly calls even if I could only listen in at times. I found value in the weekly check ins with educational content.

Heather: I found the food safety session with guest speakers Matt Krug and Michelle Danyluk very informative and helpful. I found the Pitching to Buyers live discussion with Meg and Christine from First Magnitude Brewing both inspirational and instructive.

Maria: The article on calculating costs and the activity sheets were the most valuable for us as well as the discussion. The live discussion on lab testing was also extremely useful along with the invited speakers for the last two sessions. The two exercises that were the most valuable to us were creating your sales sheet and the creating nutritional labels activity.

Rhonda: costs, acidity and shelf life options, pain points, value prop,

Amy H: The discussions that we had with the people actually in the industry, boots on the ground. In particular diabetic kitchen

Lisa: The community I now have new friends

Q15) What improvements do you suggest for future Farm2Food Program iterations? Please describe specific article/videos, live discussions, or exercises that you would improve.

Amy V: I would like more "nuts and bolts" of the food science, or maybe details about packaging, shelf life. It's probably beyond the scope of this program but just an area I want to learn more about in general. Maybe spec sheets that give us data that we can apply in our actual scenarios.

Rebekah: There were a couple videos at the beginning that seemed to be reading the article to us. Those could be upgraded (I'm sorry I don't remember specifically which ones). The Pricing live discussion didn't seem to have a lot to do with what we had learned that week, but instead provided a conversation about general business operations.

Candace: The lab testing was last on my list simply because I did not need it for dry tea leaves. Perhaps groups could be arranged by their end product so that the course received are all applicable.

Joelle: Perhaps streamlining the homework to just one platform. I felt like I was double-checking the email then back to the platform to make sure I wasn't missing anything.

Heather: Perhaps the course should be longer with more off weeks. It is intensive!

Maria: The video on lab testing could be improved with the newest instrumentation. The live discussion on core customers could have used more participation. The cost activity could (and probably should) use one on one interactions or individual discussions of costs. I am not 100% sure that everybody understood what they were doing. It was confusing some times. It did not include other costs such as transportation, labor(salaries), benefits for employees, liability insurance and commercial insurance.

Rhonda: some items were complicated like lab testing and it went by very fast. dont feel confident about what to do

Lisa: Maybe there could be a 1 to 1 at the beginning middle and end of the program incase someone is afraid to talk up.

Q19) Additional comments

Amy V: Thank you so much for all of the work to put this together, and the opportunity to participate! I would definitely recommend to others who want to develop a product.

Joelle: Overall I think the program is wonderful and well put together. I personally started having challenges towards the end making sure I was completing all the computer work with our farm ramping up with the daylight getting shorter.

Maria: It was a great experience!! Everybody was very respectful. Everybody gets out of the program the amount of effort that they put in. I guess this is perhaps one of the best attributes of the program. There should be a level of metrics and evaluation somewhere during the program in order to maintain the level of commitment of the whole team, their participation, attendance and activity completion. Being face to face might not always be possible but it certainly helps. Certificates at the end were a great addition. Thank you. We would love to stay in touch with everybody in this community and we look forward to trying their products, visit their farms and we will keep our eyes opened for the launch of

their products. We also hope to be able to provide our product to them, to visit and to be able to mentor other women in the future and help the Farm2Food program in any way we can. This was a very unusual year for all of us and this program gave us the opportunity to make friends and create long lasting business relationships as well. We completed all the materials ahead of time because we really wanted to get the most out of the program and we enjoyed every activity as we learned a great deal but we can see how life could be difficult sometimes and activities might not always be finished. We are extremely grateful to the Farm2Food program for giving us the opportunity to participate, contribute and network with other women dedicated to farming in Florida and to the speakers and experts (local and from out of state). We will definitely remember this experience for years to come and look forward to meeting with these participants and those in future programs. Thank you!

Amy H: The time of year is good for farmers if it would be earlier or later it would have not worked for me.

Q16) Did you have any unmet hopes or expectations for the program? If so, please explain.

Amy V: I wish some of the panelists would have had more specific answers for some of the legal and formulation questions.

Rebekah: No. The program exceeded my expectations.

Candace: I am thoroughly pleased with the experience. Thank you!!!

Joelle: Nope. :)

Heather: I would like to see a session on obtaining funding...how to talk to banks, investors, etc. and grant exploration.

Maria: I was hoping to get help on sales projections. Scaling up gave me a sense for what to expect and it was a good starting point but it would have been useful to work with a mentor on this issue.

Rhonda: I know that it was mostly due to the pandemic but I would have liked to see facilities and seen what a copacker and especially a commercial kitchen was like and what working with them would be like. I don't think that I can get my product to market on my own. I would have liked to find out what they offer in my area and maybe start collaborating. Some of the lessons were valuable more because of needing to know the basics so that you can carry on a convo with others. The language and the process.

Amy H: I wish we all could have met in person and sampled but covid...

Lisa: None, this was above and beyond my expectations.

Q21) Do you give the Farm2Food Program permission to use quotes from your survey for future marketing?

Yes, and feel free to include my name and business name

- Ana Puig
- Rebekah Rodgers
- Joelle Wood
- Heather Martin *Need to double check*
- Maria and Adrianna McLeod
- Amy Harper

Yes, but please only use my first name

- Amy Van Scoik

Yes, but anonymously

- Candance Jones
- Lisa Welsh

No

- Rhonda Black

