

# 2021 Working Food County Final Report

- Young Chefs Program Summary
- Workforce and Local Food Economic Development Summary
- Future Direction



## Working Food County Final Report 2021

### ***Overview***

In order to assist with the county's comprehensive Plan Objectives in the Community Health and Economic Element, this project helped address the following policies -

### ***Community Health:***

**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.

**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:***

**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).

**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.

***Project Summary:***

Seed to Plate aimed 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. Our work focused on two key areas: 1) planning projects that will provide guidance for 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.

Several years of working with aspiring entrepreneurs, food service professionals, restaurateurs, and farmers has 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 our incubation services, the lack of baseline skills in the aspiring entrepreneurs, and a lack of coordinated resources to facilitate their success in our community has caused our incubation program struggle. This project helped us continue critical work with institutions and community partner stakeholders such as UF Entrepreneurship and Professional Development Programs, Greater Duval Neighborhood Association, Chef Empowerment, and CareerSource to develop working groups that explore the wide-ranging needs of our food community and economy. Through these groups and discussions, we identified funding to develop curriculum and implement culinary training, nutrition education, food-related job skills and entrepreneurial training to address these needs. Through these partnerships, we were 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, we have a program that can build a strong foundation of food literacy with the next generation of citizens and leaders.

## ***Young Chefs Program Summary***

The mission of Working Food's Youth Programs is to increase children's knowledge of, and participation in, the local food community in Alachua County. We believe that not just bringing garden and culinary programs to the communities we serve, but developing capacity,



*Photo: Chef Carlston Watts - Chef Empowerment Program*

leadership and ultimately the transfer of ownership for these programs is critical to ensuring success in access, consumption, and food sovereignty. The joint 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 was a major step in this goal. It provided repeated exposure to gardens and cooking classes, increased access to fresh and healthy foods, built confidence and skills in youth, and is also likely to inspire a lifelong behavior shift and future career opportunities in the food system. It also allowed us to build further trust and relationships with Black-led organizations and empower them to lead the way to their vision for a healthy, local food community by developing a culturally competent youth culinary program that provided cooking, nutrition, and food safety skills while also connecting students to the heritage of their food and future career opportunities.

Together with our partners, we offered this program to five Young Chefs in the initial classes in the 2020-21 school year. Students ranged from 12-17 years old. We celebrated their graduation from the class with the Young Chefs 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 we have seven Young Chefs in the program. In all, we completed 20 classes total in a mixture of commercial and home kitchen settings.



*Photo: Students plating food for the Young Chef's Pop-Up Restaurant event.*

The structure of the program was as follows: online classes were held biweekly. The day prior to the class, we delivered meal kits brimming with local produce, meat from the Women's Meat Co-op (a new food business made up of three local women-owned ranchers operating out of Working Food's

kitchen and specialized storage facilities), and other high-quality ingredients, along with any specialty cookware needed for the class. On the day of the class, the Young Chefs would tune into zoom for the 2-hour cooking class with Chef Carl where he would patiently walk them through each step of the cooking process. Among many other things, students learned knife work, how to sauté, steam, and bake, and how to beautifully plate a completed meal. Students then served their families with great pride! Each class fed 30-40 people. Over the course of the first pilot of Young Chefs, over 600 individual meals were cooked and shared, free of charge to the participants and their families. Food to prepare these meals was purchased from over a dozen local businesses and farms. As the classes progressed, a closer partnership for food purchases arose between the new Women's Meat Co-Op. A similar partnership with Nicoya Farm is currently being developed for classes going forward.

Alongside the Young Chefs program for teen students, we further developed cooking classes for our elementary garden classes, and installed a new youth garden at the Duval Community Garden to trial our ideas of youth mentorship with older students taking the lead while growing food for use in Young Chefs. We also worked on supplementary collaborative cooking classes in the commercial kitchen for larger groups of teens that could be shared more widely with youth programs in the county.



*Photo: Meal kit provided to students for meal prep.*

All local ingredients were used for a meal kit box (excluding butter/oil). Meals that were trialed in the Young Chefs pilot, included:

- Roasted Chicken Thighs with Candied Yams & Kale
- Watermelon Salad with Blackened Shrimp, Feta Cheese, Corn, Cherry Tomatoes, Cucumbers & Mint Vinaigrette
- Chicken Fricassee with Yellow Rice, and Roasted Garlic Broccoli
- Roasted Chicken Breast with Yellow Squash, Zucchini, and Baked Sweet Potato with Cinnamon-Maple Whipped Cream
- Curried Chicken Drumsticks with English Peas, Red Curried Cauliflower, Bok Choy & Orzo Pasta
- Oven Fried Chicken with Braised Cabbage, Mushrooms, Roasted Potatoes & Smoked Sausages

The Youth Chefs Program pilot was a resounding success. All students demonstrated proficiency in the skills and food preparation they were taught, cooked full meals for their entire families, learned about fresh, local food and farms, and showed a desire to continue the program. In a survey in May 2021, all parents agreed that they would like their children to continue in the Young Chefs program the following year, and they have. Two additional chefs have also joined the cohort of chefs for the 2021-2022 school year, bringing the total number of chefs to seven.

One of the Young Chefs has taken a strong personal interest in cooking after his experience, and he is trying out new meals for his family, and following popular chefs on social media. He now has a connection to Chef Carl, who has offered to hire him for his first job. Seeing this new



*Photo: Chef Carl with one of the Young Chef students.*

spark in him is inspiring. He has struggled in school and has now found a direction to take and adults who are interested in guiding him.

Through this grant, we also integrated new cooking classes with our youth garden programs for elementary school students. In this area, our goals were to empower fearless

eaters, who are willing to try new things as well as embrace food traditions and be trendsetters with their peers in what is cool to eat and enjoy. We want to encourage long-term intuitive eating through a deeper understanding of and interest in where foods come from, how food is prepared, and how food is shared as families and in our community. Having an easily accessible youth garden in the center of the Duval Community Garden and neighborhood has been a success, and has begun to help achieve these goals. As children see their friends and neighbors in the gardens, they come and join in. Elders in the community who have been active in the community garden for some time are happy to see new young people taking interest and share foodways. Last week, one teen student assisted an elder transplanting mustard into her garden. These are the connections that we are hoping to foster in the garden. Students have made and eaten enormous salads, delicious wraps, and taken home kits for making soups and salads with vegetables from their garden. One child was delighted that she could stop by the garden whenever she wanted to watch her vegetables grow. In addition to the vegetable garden, students planted grape vines on an existing trellis, took care of many fruit trees already present in the garden that needed care, painted and built beautiful signs placed around the garden, and planted a large pollinator garden.

Lastly, we installed a new youth-led community garden plot at the Duval Community Garden. Neighborhood children work on the garden once a week, and we prepared simple meals together in the garden from the food grown. Two teen students from the original Young Chefs cohort are leaders in this garden space, and as the garden becomes more abundant, this food will be used in the Young Chefs classes and shared with neighbors in the community.

For the future, we hope to take a truly holistic vision, by connecting all the elements of our long standing programs and those developed through this pilot, to have a comprehensive youth community food program for students from 3-18 yrs. Youth gardening begins in pre-school and elementary school through our after-school program, which could be expanded to many more locations. Cooking classes are added to the curriculum at age 8, and begin to instill skills and understanding that can be built on as they mature. From 8-11 yrs. students work on simple group cooking classes to become familiar with the seasonal foods grown in the garden and understand the cultural significance of core North Florida crops. At 12 years of age, interested students may join Young Chefs and begin their more in-depth mentorship of culinary skills and knowledge. Students with a high degree of interest would go from this program to a Youth Food Leadership Internship (Appendix\_3) with Working Food, Chef Empowerment, or connected food businesses, and assist with continuing and expanding the work of this pilot with the educational and community gardens. In this way, from seed to plate, kids of all ages are growing a robust local food system!

Next steps also include expanding our evaluation tools to better understand the impact of our programs and track progress towards our goals and objectives. We will use direct surveys of parents and students, as well as adapt evaluation games used with younger participants. We will do this by working closely with Dr. Kathleen Colverson, an evaluation specialist and research scientist at the University of Florida.

### ***Workforce and Local Food Economic Development Summary***

Thanks, in part to funding from the County, Working Food has been able to participate in community discussions and explore several ways to support workforce development and technical training in Alachua County. Working Food is part of a working group with Alachua County, City of Gainesville, CareerSource, Santa Fe College, University of Florida, and others that has had several meetings to discuss how food systems fit into community and economic development. Several partnerships and important programs have developed from these meetings. Further, the Working Food Community Kitchen was able to re-open and re-establish efforts to support local food business development, with a focus on assisting women, minority, and disadvantaged entrepreneurs.

### ***Working Food Community Kitchen***

An important piece of Working Food's mission is to support local entrepreneurs who are working to start or scale a food or beverage-based business. These types of businesses are a critical piece of the local food system, and often struggle with the costs and complexities of getting started or growing. Access to affordable kitchen and dry/cold/freezer storage is a significant challenge for start-ups. With funding support from Alachua County, the City of Gainesville, private foundations and individual donors, Working Food opened its shared, certified commercial kitchen and specialized storage facilities at 219 NW 10<sup>th</sup> Avenue in December 2018.



From approximately April 2020 through June 2021, Working Food's community kitchen was mostly shuttered because of the pandemic. Interest in and need for these facilities slowed dramatically and there were significant health and safety concerns related to shared use of kitchen space. Working Food continued to support approximately six clients, including food



*Photo: Kids in the youth garden program.*

trucks and farmers, who were able to continue operating during that time, and made the kitchen and cold/freezer storage available to meet other community education and food production/storage needs where it was deemed feasible and safe. Working Food also pivoted during this time to use the Kitchen and Center spaces to offer a drive through farmers market for access to local food when other food supply chains were down due to Covid and

developed a Covid Relief Meal Program to provide food for those in need that helped keep some of our existing entrepreneurs and local restaurateurs working, procured food from local farmers, and employed local people.

In late 2020, Working Food's Board began to carefully consider if, when, and how the kitchen could re-open to new clients and support increased usage. As with every local business and nonprofit organization, there were significant strategic and financial/budgetary variables to consider after the effects of the pandemic on the local economy. As consumer interest in small local food businesses continued and inquiries from entrepreneurs began to increase again, the decision was made to hire a new part-time Community Kitchen Coordinator to handle incoming inquiries, meet with interested entrepreneurs to assess their readiness and fit, and support them through effective onboarding and ongoing access to information and local resources that can help them navigate the health/regulatory, business, and food production requirements to succeed.

The new Community Kitchen Coordinator began in September 2021 and immediately focused 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 has been a steady increase in the number of inquiries. Not every individual or business is a good fit for Working Food's physical facilities and available support services; however, in the last three months Working Food's team has been able to accept and steadily



*Photo: Eim Thai - Friends who pooled seed money together to start a self-sufficient food trailer.*

onboard several new clients, for a current total of 17 clients. These clients include 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 efforts for education and workforce development as well. As mentioned, access to the kitchen and storage facilities proved critical for storage and preparation of

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 is serving as instructional space for the UF Culinary Certificate Program (see below).

As we look ahead, we continue to be optimistic, and yet realistic that operating a shared, certified community kitchen is a uniquely challenging endeavor. The wide range of needs and readiness among current and prospective clients and the inherent requirements to keep the physical space and equipment in clean, safe working order are significant. Working Food is committed to meeting this challenge because the demand and need for these types of affordable facilities and business support services is clear. As the organization moves forward, the areas of focus for the community kitchen include:

- Continue to stabilize current operations and available services and processes for entrepreneur clients.
- Improve the physical space and equipment by continuously reviewing priority needs and available budget.
- Onboard and support a new cohort of entrepreneurs that represent a diversity of food and beverage-based businesses.
- Support youth culinary programs including by making the physical space available to meet the needs of the curriculum and by looking for opportunities

for the Community Kitchen Coordinator to participate in youth classes to provide additional education and role modeling.

- Support workforce development programs and activities in coordination with local partners including Alachua County, CareerSource, the City of Gainesville, UF, and other key stakeholders.
- Continue to support, where possible, other local nonprofit organizations when they need access to affordable (or sometimes free) facilities to support their programs. Recent examples include providing temporary cold storage to Grace Marketplace and the Free Grocery Store, and dry storage and packaging space to the Rural Women’s Health Project.
- Offer low cost space to pilot ideas for local food systems economic development, such as discussions for expanded food processing and distribution of locally farmed produce for retail, institutional food service, and restaurant use.

The need for these types of facilities and services continues to grow. Options that are centrally located, affordable, accessible and reliably maintained are critical to growing our local food and beverage economy.

## 2022 Working Food Kitchen Clients

- Arepa Burger Food Truck
- brio! cold brew
- Cheffrey's Food Trailer & Special Events LLC
- Daniels Dining LLC
- Eim Thai
- Flavorful
- Nacho Sweets
- Pinoy Food Hub
- Rancho Luna Food Truck
- The Meat Co-Op LLC
- The Salty Cow
- The Tempeh Shop
- Tommyknockers
- Wicked Good Hot Dogs
- Wildman Foods
- Free Grocery
- UF Wild Game Club
- Oyster Catcher
- Fisher Farms
- UF Culinary Arts Certificate Program

## ***UF Culinary Certification Partnership***

One tangible collaboration that came out of community discussions is a new Culinary Arts Certificate course that the UF Office of Professional and Workforce Development is offering. This 16-week course combines online and in-person education, along with externships with local businesses. The in-person instruction will be held at Working Food's kitchen. CareerSource also partnered with UF and is offering 10 full scholarships to cover the cost of the course for eligible students. This type of affordable education and certification can provide a unique



*Photo: Chef Amadeus, lead instructor for the UF Culinary Art Certification Program*

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 begins in Jan 2022 with 6 participants, and with the support of a WIOA grant from CareerSource we have been able to offer full scholarships for 4 of the participants (Appendix\_4 and Video Links). Students in this course will get intensive professional and practical experience with culinary preparations and operation of a professional kitchen for beginning a career in the restaurant and food service industry.

## ***Women's Farm2Food Accelerator***

In collaboration with the National Association of State Departments of Agriculture and the UF Innovation Hub Collaboratory, Working Food is participating in the development and implementation of a 2- year Economic Development Agency grant to support women farmers and ranchers in business development.

The Florida Farm2Food Accelerator is to provide free training to women ranchers, farmers, fisherwomen, beekeepers and other related agriculturalists that provides practical tools and knowledge to increase income stability by diversifying their farm products into value-added offerings. Research shows that value-added production, the act of processing raw agricultural goods into finished products such as food or beverage products, can increase farmers' profitability, increase shelf stability of products, expand the market season, increase farm visibility, and allow them to enter new markets.

The core curriculum for the program includes 16 modules in product development, marketing, food safety and pricing. Weekly modules include both online and live components, such as:

- Videos from instructors
- Expert articles
- Business Development Activities focused on weekly topic
- Online discussions with peers
- 1.5-hour live discussions with instructors, industry experts, and peers

The first year of the program, which started in August of 2021, provided 12 women with this training. Two left halfway through due to life challenges, but 10 completed the program, and felt it was a great success. Feedback was excellent (Appendix\_5), and all participants felt they gained skills, knowledge and confidence to apply the topics covered in a real-world setting.



*Photo: Joelle Jaskiel, owner of The Old-Fashioned Farmstead and graduate of the first Farm2Food cohort.*

A few quotes from the women from the first session:

- “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.”
- “Developing a shelf stable meat product is an intimidating task. This course gave me a clear path of action... I’m so grateful for all the knowledge I gained!”
- “A wonderful ensemble of professionals, tools, and examples.”
- “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.”

Farm to Food is now in the first weeks of the second, and final, cohort for this grant. There are 11 participants enrolled. This EDA funding will end, and the program will conclude, after the 2nd cohort this spring.

While this program has focused on women, it developed a critical set of tools that could fill a real gap in training for our local food entrepreneurial ecosystem. Now that we have a well-developed and proven curriculum, there is interest by all parties in continuing this successful program with the possibility of expanding it beyond women. Adjusting the program parameters would allow for all producers and possibly local food entrepreneurs that want to use a locally produced item(s) as a featured ingredient(s), to be a part of future cohorts.

### ***Conclusion and Future Direction***

The support from Alachua County was invaluable not only in the tangible programmatic workforce and educational efforts that were accomplished, but in providing support that Working Food could leverage to build relationships, expand on existing partnerships, explore collaborations, and make progress toward a robust food economy and a more literate, engaged, and inspired set of young people focused on our food community. We are grateful to Alachua County for their continued support for Working Food and for the dedication to local food as a critical component of a healthy economy. We hope we can continue to partner with Alachua County to achieve your policy goals to expand food security, food literacy, and local food economic development.

As we look to next steps for the efforts outlined in this report, there are several opportunities to expand on the progress made and to explore new avenues to develop local food as a core part of building a strong local economy and ensuring a safe, secure food supply for our community. Working Food will be working with our collaborators and other community organizations and institutions to secure funding for these efforts, and would be grateful to have funding from Alachua County to expand on the great work that has been accomplished. Below are estimates for two-year funding for the project ideas and next steps mentioned throughout the report. Full proposals, along with detailed costs can be provided.

Youth Leadership - As is noted in the Young Chefs Program section, there is interest in continuing to offer this program and to expand it in three ways. First, by connecting the dots through all our youth programs; weaving seeds, gardening, nutrition, culinary skills and career development throughout each level of the program. Second, by working on a set of evaluation tools that will allow us to better understand metrics and to identify the strengths and challenges with the program for refinement. And, third, by developing a Youth Food Leadership Internship Program as the culmination to our youth development programs; building on the youth garden and culinary efforts to add the crucial areas of workforce, leadership development, and economic advancement. As youth approach adulthood, developing responsibility and capacity, along with socioemotional skill becomes crucial. This project 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. Estimated cost for 2-year Youth Food Leadership Program Pilot: \$66,000 (Appendix\_3).

Farm to Food - As mentioned earlier, currently the pilot cohort is limited to women farmers. There is an opportunity to expand to include all farmers and entrepreneurs in the food arena who want to use local food in their products. This will serve to build out our local food economy more robustly in general. Ideally, future participants would pay something for the program to help cover costs. Funding needs for the program to continue include program coordination and management, speaker stipends, website hosting and management, and indirect costs. 2-Year Estimated Cost: \$120,000 (\$60,000/year- 2 cohorts per year, or approximately \$2000-\$2500/participant depending on enrollment - 12-15 people/cohort).

Community Kitchen - Existing efforts in the community kitchen to support and expand local food businesses are going strong. These efforts offer revenue, and thus have been a priority for Working Food in the Community Kitchen space. At the same time business support systems are also needed to assist entrepreneurs understand and successfully navigate the challenges associated with planning and starting a food-based business, and many businesses are underserved and could be assisted by having scholarships for subsidized kitchen use in initial phases and expanded support for efforts to use local food. Programs like the Farm to Fork and Culinary Certificate can help address this gap. As mentioned, there is also 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 has been, and 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 are great 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 (schools, jail, UF), restaurant use, and retail. In order to maintain this kitchen as a community asset for these purposes, operational support is necessary to cover costs for non-revenue generating activities. 2-Year Estimated Cost: \$31,200 (\$18/hr. 5FTE/year x 24 months=\$20,000, \$20/hr. x 15 hours/month kitchen time x 24 months=\$7,200; \$4000 Freezer and cold storage x 24 months)

## ***Appendices***

APPENDIX\_1 MENU - Young Chefs Pop-Up Restaurant-1.pdf

APPENDIX\_2 RECIPE - Young Chefs, Class 1, BBQ Chicken.pdf

APPENDIX\_3 Youth Food Leadership Internship Pilot.pdf

APPENDIX\_4 Professional Training Curriculum.pdf

APPENDIX\_5 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>

APPENDIX\_6 WF\_Partner Map - Final Report\_Jan 2022.pdf





**MENU**

**FIRST COURSE**

Hush Puppies  
with Aoli

**SECOND COURSE**

Garden Salad  
with Fresh Strawberries, Grape Tomatoes, Cucumbers,  
& Shredded Carrots. Herb Vinaigrette.

**MAIN COURSE**

please select one:

Braised Brisket  
with Garlic Mash Potatoes & Gravy, & Seasonal Vegetables

OR

Roasted Chicken  
with Candied Yam Puree, Black Eye Peas, & Asparagus

OR

Salmon  
with baked Mac & Cheese, & Heirloom Collards

**DESSERT**

Blueberry Cobbler  
with Cinnamon Oat Topping & Mascarpone Whipped Cream



# *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!

# Youth Food Leadership Internship Pilot Program Proposal

## Overview:

This proposal is to develop an intergenerational leadership internship with African American youth ages 12-19 paired with community leaders and organizations in food systems. These youth, at middle and high school ages, are developmentally in need of opportunities to build career-ready skills and competence, create strong connections with caring adults and caregivers, and build character and confidence. For the past four years, Working Food has operated a garden and culinary program for elementary age youth, in partnership with the Cultural Arts Coalition's George Washington Carver Science Program, for the purpose of cultivating the next generation of "educated eaters" with a strong foundation in local food system advocacy, and a deep understanding of the biology of the gardens in which they produce food (herein: Youth Gardens Program).

Historical practices based on race and racism, with regard to wages, land ownership, farm ownership, real estate, agricultural access have and continue to create wide inequities in all aspects of the food system. African Americans are one racial identity group most affected by this inequity. African American youth, in particular, are affected by the dual inequity of opportunity and educational achievement, which adversely impacts their life opportunity and advancement. The Working Food Youth Internship Project builds on the youth garden and culinary program to add the crucial areas of workforce and youth development, youth leadership, and economic advancement. As youth approach adulthood, developing responsibility and capacity, along with socioemotional skill becomes crucial. This project 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.

In the Youth Internship Project, youth and adults will come together to build economic wealth and gain job and life skills by raising and making food for and with the community of Alachua County, Florida, and the surrounding area. The project will integrate job, life, service, leadership, and food system related skills through intergenerational skill sharing. Youth Interns, with the assistance of program staff, will be co-responsible for the maintenance and growth of, as well as the educational utilization of, the Youth Gardens. In addition, interns will learn to produce garden-related high nutritional foods from local African American chefs and food entrepreneurs, which will be consumed by families as well as delivered by interns to community elders. As they learn these culinary skills, they will assist in sharing this knowledge with the younger students in the Youth Gardens Program. In addition, interns will spend time with local

# Youth Food Leadership Internship Pilot Program Proposal

African American farmers, learning about production and sales of food, and sharing this practical knowledge and experience with children in the youth gardening program. This project will culminate in a youth-led workshop to showcase their efforts, and educate youth across our community about our local food system.

## Objectives:

1. Create a cadre of youth interns who assist elementary and middle school youth in the Working Food garden and culinary program.
2. Develop youth's capacity for leadership, employability, and life skills.
3. Develop food system knowledge and advocacy with youth populations.

## 2- Year Timeline - Summer 2022 - Summer 2024:

Summer, Fall 2022: Continue mix of commercial and home cooking classes with the following expansion:

- Hire Youth Leadership Coordinator
- Add supplementary classes taught by our Community Kitchen Coordinator that would more directly link students to local food, farmers, and food entrepreneurship interaction opportunities
- Continue to closely affiliate all classes with our youth gardens and expand opportunities for leadership at the Greater Duval Community Garden and youth garden sites.

## Winter, Spring 2023

- Collaborate with partners and community stakeholders to develop internship opportunities and learning outcomes for the 2023 school year.
- Develop recruitment materials, conduct outreach, and identify interns for 2023-2024 school year.

## Fall, Spring 2024

- Implement Youth Food Leadership Internship Program
- Youth Travel for Rooted in Community (or similar youth leadership/food systems Conference
- plan and host local youth food summit to highlight efforts by interns

## Summer 2024

- Evaluate Internship program
- Report results and plan next steps

## Youth Food Leadership Internship Pilot Program Proposal

### 2- Year Budget:

- Youth Leadership Coordinator: \$15/hour for .5 FTE: \$15,000/year for 18 mo.
- Four students, one adult to participate in conference: \$5,300
  - Registration - \$250 x 4 students = \$1,000 + \$400 x 1 adult = \$1,300
  - Transport – (depends on where the conference is in 2021), airfare - \$2,000
  - Lodging and Meals- \$2,000
- Youth Summit: \$2,500
- Interns: \$17,600 (4 interns@ \$10/hour x 10 hours /week x 10 months)
- Mentor Stipends: \$11,000 (10 hours/week x 10 months)
- Misc. Materials and Supplies: \$1,000
- Indirect (10%): \$6,000
- **TOTAL: \$66,000**

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



### DRY-HEAT COOKING METHODS

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



### MOIST-HEAT COOKING TECHNIQUES

- Submersion
- Braising
- Stewing
- Pot Roasting
- Steaming
- Pressure Cooking



### STOCK FUNDAMENTALS

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

# 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



# PROFESSIONAL TRAINING

## CURRICULUM



### 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

# 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

# PROFESSIONAL TRAINING

## C U R R I C U L U M



### **PASTRY BASICS**

How to Make Pâte

Brisée

Pâte Sucrée

Pâte à Choux

Crêpes

Custards

Soufflés



### **CHOCOLATE**

Basics of Quality Chocolate

## **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 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.

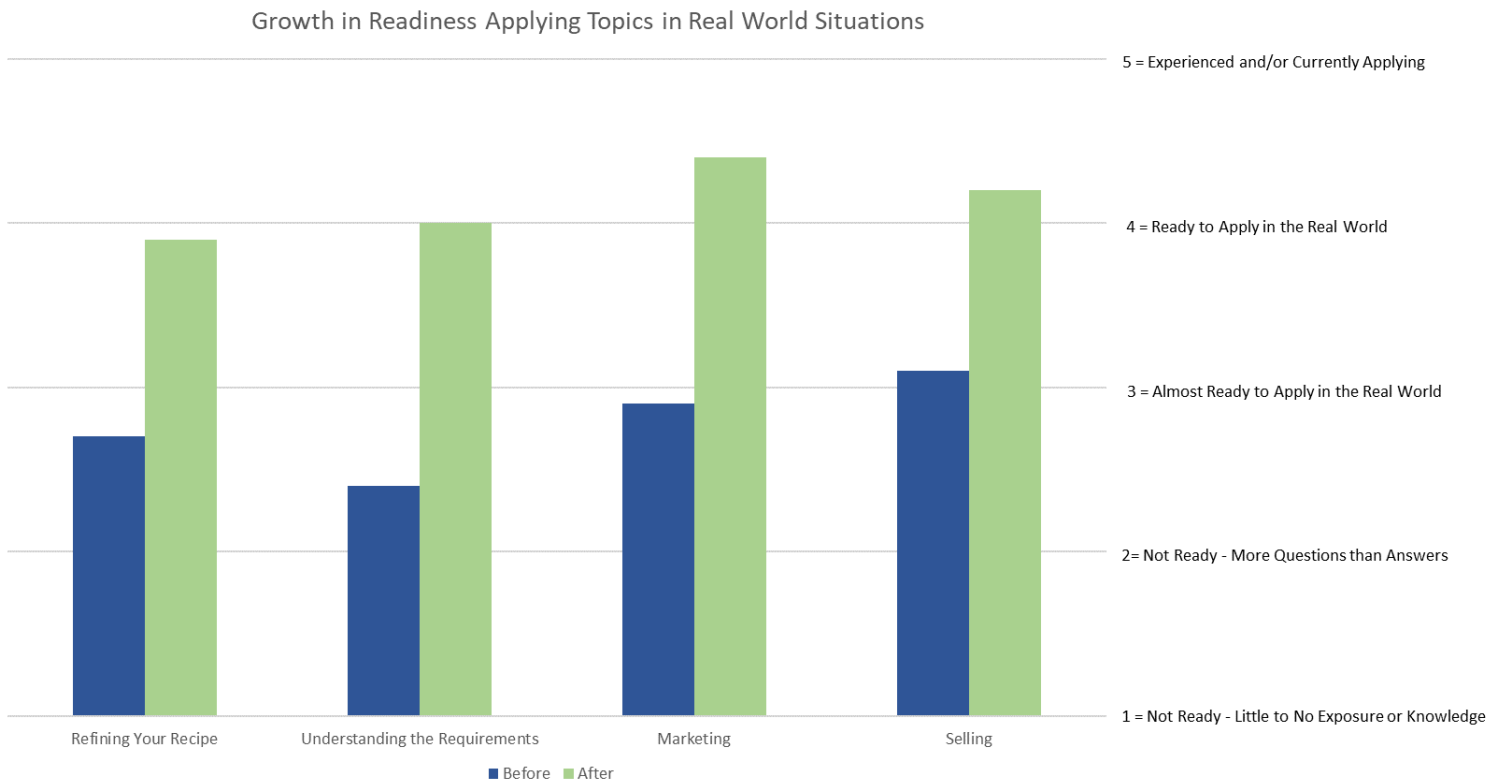
Maria: It was one of the best experiences I have had with online training. Amazing group of women at different levels of development of their products really made a huge difference in the discussions. Katie's organizational skills were awesome and the expertise shared by all the speakers really made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

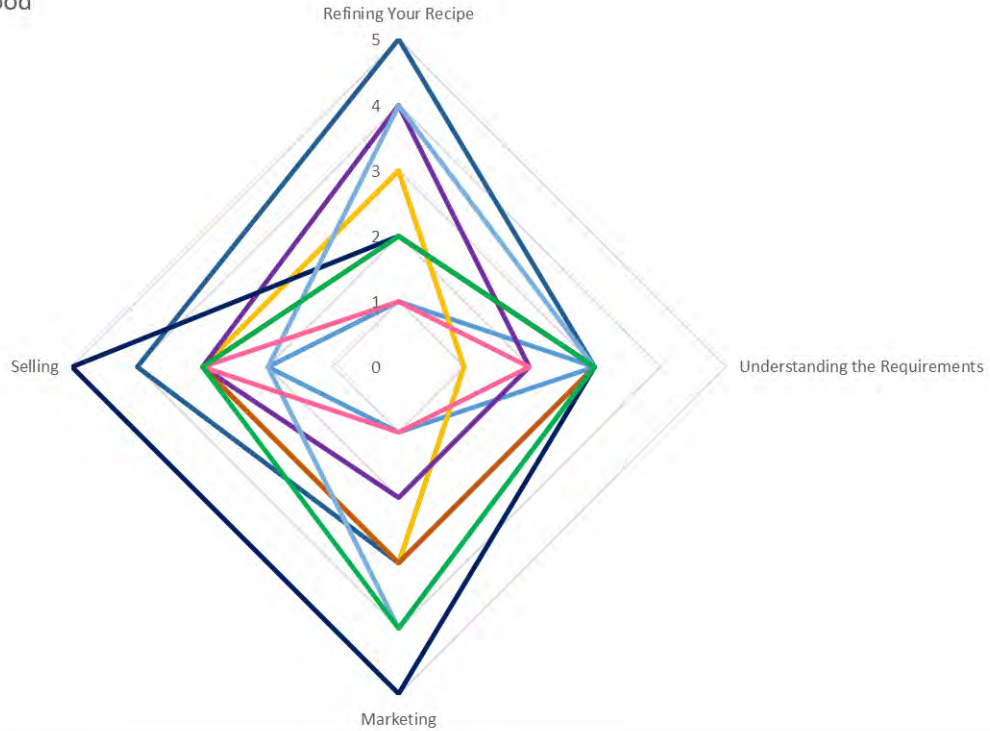


Refining Your Recipe – Ideation, Lab Testing, Formula Development  
 Understanding Requirements – Food Safety, Licensing, and Packaging + Shelf-Life  
 Marketing – Core Customers, Pain Points, Value Proposition  
 Selling – Knowing Your Costs, Pricing, and Pitching to Buyers

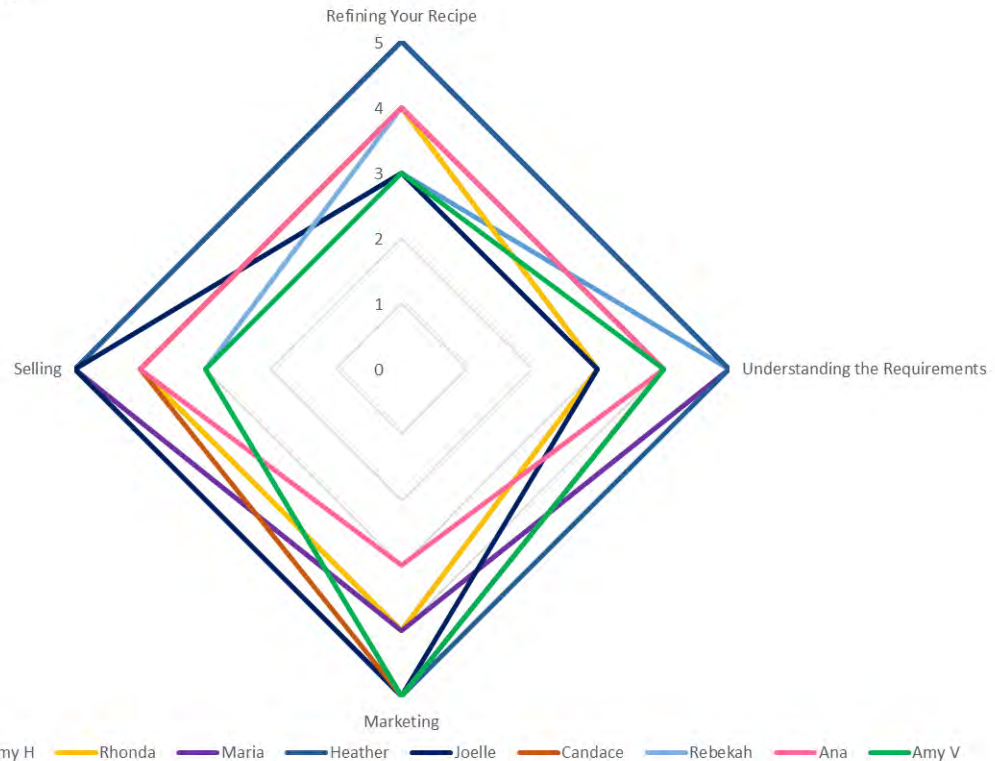
Overall, participants become more well-rounded and grew their readiness to apply topics. See below for a compilation of the individual responses for before and after the program. 1-5 correlates with the readiness scale in the chart on the previous page.

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

Before Farm2Food



After Farm2Food



**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.

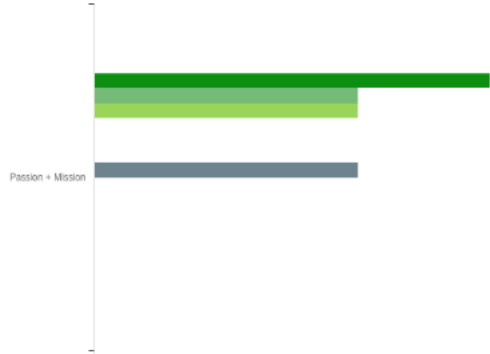
Amy H: The only thing I felt was redundant was when Andrew would read the article and then it was the same article for us to read.

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

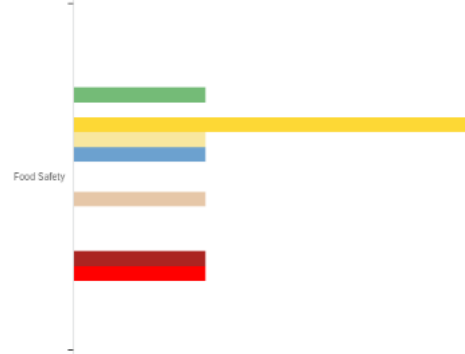
Chart colors: Greens = Most Value, Reds = Least Value, Middle Color (Yellows Blues Grays) = Mid-Range Value

Launching Your Product

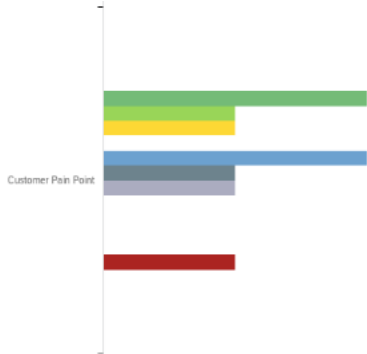
Module 1 – Passion & Mission



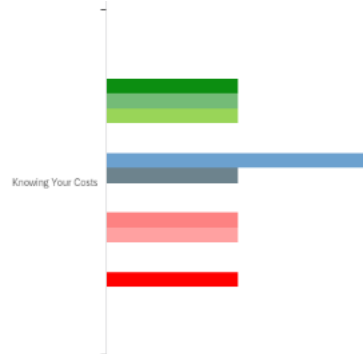
Module 4 – Food Safety



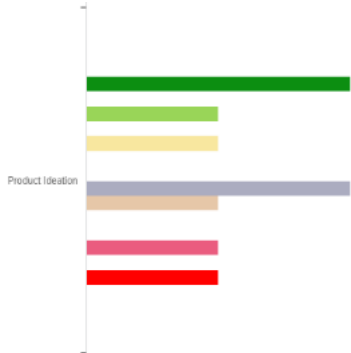
Module 2 – Customer Pain Point



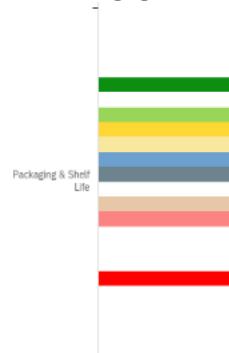
Module 5 – Knowing Your Costs



Module 3 – Product Ideation

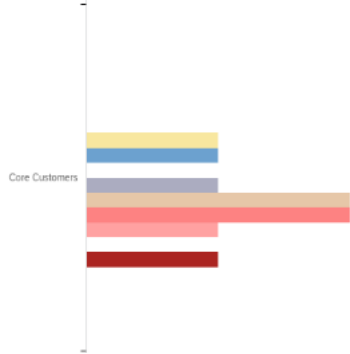


Module 6 – Packaging & Shelf-Life

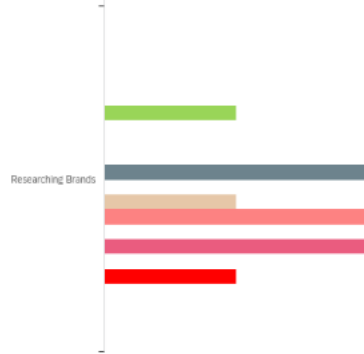


# Marketing

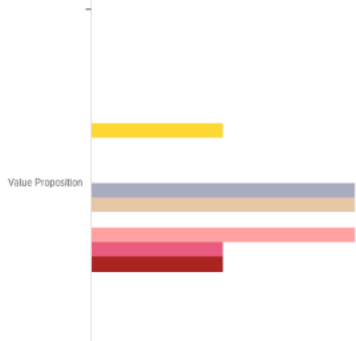
Module 7 – Core Customers



Module 9 – Researching Brands

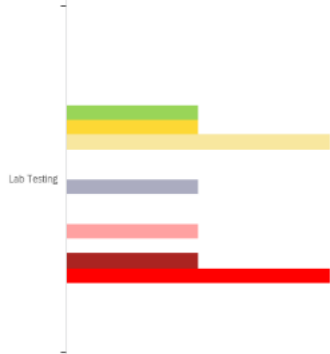


Module 8 – Value Proposition

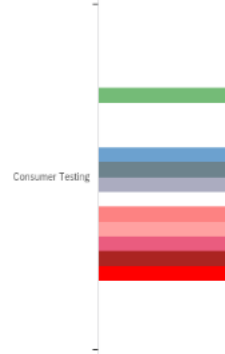


# Scaling & Growth

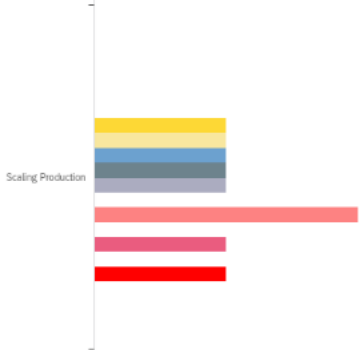
Module 9 – Lab Testing



Module 11 – Consumer Testing

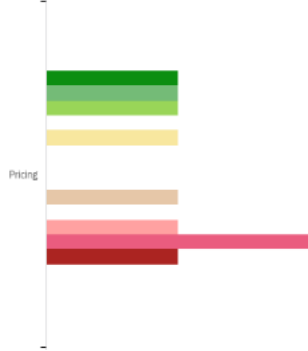


Module 10 – Scaling Production

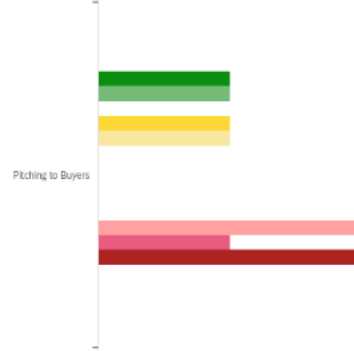


## Pricing & Pitching to Buyers

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

