

United States Department of Agriculture Agricultural Marketing Service Program Evaluation Framework



United States Department of Agriculture
Agricultural Marketing Service

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Executive Summary

In 2015, the Office of Management and Budget (OMB) required the U.S. Department of Agriculture (USDA) Agricultural Marketing Service (AMS) to devise strong performance metrics for its Specialty Crop Block Grant Program (SCBGP). At the time, OMB was concerned that the existing performance metrics did not fully capture the intent of the grant program, and therefore, AMS staff coordinated with OMB to establish mutually-agreed upon and approved performance metrics. Having gone through this rigorous OMB approval process, AMS felt that the SCBGP performance metrics provided a solid basis for its additional grant program performance metrics as well and began to implement them as part of the programs. While these metrics did receive approval, grant recipients, specifically SCBGP state grant coordinators, voiced concern that certain metrics, specifically in relation to marketing data, were difficult to obtain from grant recipients. These concerns rose to the level of Congressional awareness.

As such, Congress incorporated action to address these concerns into the Agricultural Improvement Act of 2018 (P.L. 115-134, "2018 Farm Bill"), mandating that the in conjunction with the State departments of agriculture, USDA develop performance measures to be used as the sole means of evaluating the SCBGP. To conduct this process, AMS engaged Grant Thornton Public Sector LLC (Grant Thornton) to assess the current performance measures for not only for SCBGP, but for three additional AMS programs as well, and recommend a new framework with feasible, low-burden indicators enabling comprehensive evaluation of individual grant recipient and overall grant portfolio impact.

Grant Thornton, in collaboration with the National Association of State Departments of Agriculture Foundation (NASDA Foundation), employed a mixed-methods approach including: thorough review of relevant policies, past evaluations, grant applications and reports; in-person and virtual feedback sessions; a nationwide online survey; and targeted expert interviews. Consulting stakeholders through these mediums served to elevate a diverse, comprehensive set of first-person experiences and fulfilled the legislative mandate for State consultation as stipulated in the 2018 Farm Bill.

This formal investigation into AMS's current evaluation framework focuses on two primary objectives: 1) Provide a comprehensive overview of feedback received about current program measures; and 2) Recommend indicators, data collection strategies, and evaluation framework components that reduce burden and promote accurate evaluation of impact across AMS's grant programs.

Drafting as-is logic models outlining current performance indicators provided a baseline to identify key issues in AMS's approach to evaluation. Resources reviewed during discovery and feedback received from stakeholder engagement identified numerous opportunities for improvement to better align indicators with program activities and goals; make sure that indicators are indicative of early, mid, and late stage impact; and provide AMS with recommendations on how grant recipients can collect the required data. Three common themes pervaded feedback received by all grant programs assessed in this report: 1) Indicators are not aligned with the PoP (e.g. early-stage indicators were missing, and many indicators required effort extending beyond the project period); 2) There exists general confusion over what indicators recipients should report on depending on their activities; and 3) Recipients struggle with collecting data measuring behavior change in response to marketing and other outreach.

The recommendations provided in this report and the accompanying outcome narratives tables acknowledge these themes through a few primary strategies. First, the report provides a robust set of indicators that are more feasible within the PoP, better aligned with project goals and recipient activities, and reflective of work undertaken from project start through completion. This allows recipients and subrecipients to report accurately on all aspects of their project and will promote the ability for evaluators to track progress from project start to completion. Second, AMS must support recipients' understanding of what indicators are required based on their specific activities. Third, grant recipients and subrecipients need additional guidance and technical assistance in collecting the data required to report on recommended indicators.

Readers should refer to the associated Outcome Narratives to review the recommended indicators, justification for inclusion, and any data collection recommendations. Recommended logic models in **Appendix 9** provide the structural outline for how indicators connect to activities, outputs (i.e. measures of activity), and outcome indicators (i.e. measure of impact). AMS staff should rely on recommendations outlined in both the outcome narratives and logic models to implement recommended indicators successfully.

Associated Outcome Narratives incorporate these strategies and outline the recommended indicators, where they may overlap with current indicators, and provide justification for the recommendation. The outcome narratives further provide guidance on how this data should be collected, and specific examples of how recipients might report on the indicators based on different types of activities. Implementing these recommended measures will provide AMS and recipients with a framework that provides more flexible and accurate assessment of recipient activities and strengthen AMS's ability to demonstrate grant portfolio impact overall.

AMS purpose

Since its establishment in 1939, AMS has worked to support rural America and the Nation's agricultural sector. With an original mission of facilitating the efficient and fair marketing of U.S. agricultural products, AMS has evolved over the last 81 years to support the diverse, multi-faceted needs of the agriculture industry. Working with a variety of organizations, AMS creates domestic and international marketing opportunities for American farmers, ranchers, and businesses in a supply chain extending from field to table. In doing so, AMS provides the agriculture industry with valuable services – a combination of applied research, technical services, grant support, and more – to ensure the quality and availability of wholesome food across the country. AMS's Transportation and Marketing (T&M) Program Grants Division provides millions of dollars in grant investments annually to support a wide variety of industries and stakeholders. Specifically, the Division enhances the marketability and competitiveness of U.S. agricultural products locally, nationally, and internationally by promoting a variety of agricultural systems. The Division supports such initiatives by providing high-quality, transparent service, and exemplifying proper management of Federal resources.

History of AMS grant programs

The trajectory of AMS grants programs begins with the 1946 Agricultural Marketing Act, which declared that “a sound, efficient, and privately operated system for distributing and marketing agricultural products is essential to a prosperous agriculture and is indispensable to the maintenance of full employment and to the welfare, prosperity, and health of the Nation.” The 1946 Act authorized continuous research to improve the marketing and transportation of agricultural products and calls for cooperation between Federal and State agencies, producers, industry organizations, and other stakeholders. As a means of accomplishing the enumerated objectives relevant to information dissemination, free movement of agricultural products, and establishment of new market opportunities, the 1946 Act allocated annual grant dollars to the pursuit of these goals, including authorizing the Federal-State Marketing Improvement Program (FSMIP).

AMS's grant portfolio has developed and diversified in tandem with the needs of America's agricultural sector and its workers. Accordingly, the Farmers Market Promotion Program (FMPP) was added in the 2002 Farm Bill (PL 107-171) (§10605) (amending the Farmer-to-Consumer Direct Marketing Act of 1976). The Specialty Crop Competitiveness Act of 2004 authorized the Specialty Crop Block Grant Program (SCBGP) through the Specialty Crop Competitiveness Act of 2004. Funding was made available for SCBGP for each fiscal year (FY) from 2005 to 2023, as a means of enhancing American specialty crop production.

The Farmers Market Promotion Program was reauthorized in the 2008 Farm Bill (§10106) and it, among other changes, provided mandatory funding through 2012. FMPP ceased momentarily in 2013 as no new Farm Bill was passed until 2014. The 2014 Farm Bill (§10003) finally passed, reauthorizing FMPP, and adding the Local Food Promotion Program as FMPP's sister Program. This new larger program became the Farmers Market and Local Food Promotion Program. The 2014 Farm Bill also reauthorized the Sheep Production and Marketing Program (SPMGP) to enhance the production and marketing of sheep products, authorized the new Acer Access and Development Program (Acer) to promote the domestic maple sugar industry, and added the Specialty Crop Multi-State Program (SCMP) as a competitive, multistate funding opportunity, added on to SCBGP funding.

Similar to the 2014 Farm Bill, the Agricultural Improvement Act of 2018 (2018 Farm Bill) is a legislative pillar for AMS's grant programs, as it provides both legislative backing and appropriates federal dollars for additional programs. The 2018 Farm Bill authorized the Dairy Business Innovation Initiatives (DBI) to support the development, production, marketing, and distribution of dairy products and designated funding for DBI beginning in FY 2019. It also authorized the Regional Food System Partnerships (RFSP), a new AMS grant program that

AMS will launch in FY2020. In addition, the 2018 Farm Bill instituted a consequential re-organization of AMS's local-regional food economy grant programs by formalizing the Local Agricultural Marketing Program (LAMP) organizational structure, which comprises FMLFPP and RFSP.¹

While AMS's formal evaluation journey began in FY 2015, it remains an ongoing and iterative process. The subsequent grant cycles after FY 2015 entailed a cross-program adaption and rollout of the outcome and indicator measures developed for SCBGP across FMPP, LFPP, DBI, Acer, and they remain the recommended evaluation criteria for SCMP. A timeline of program authorization and outcome integration can be seen **Figure 1:**

AMS Grants Timeline

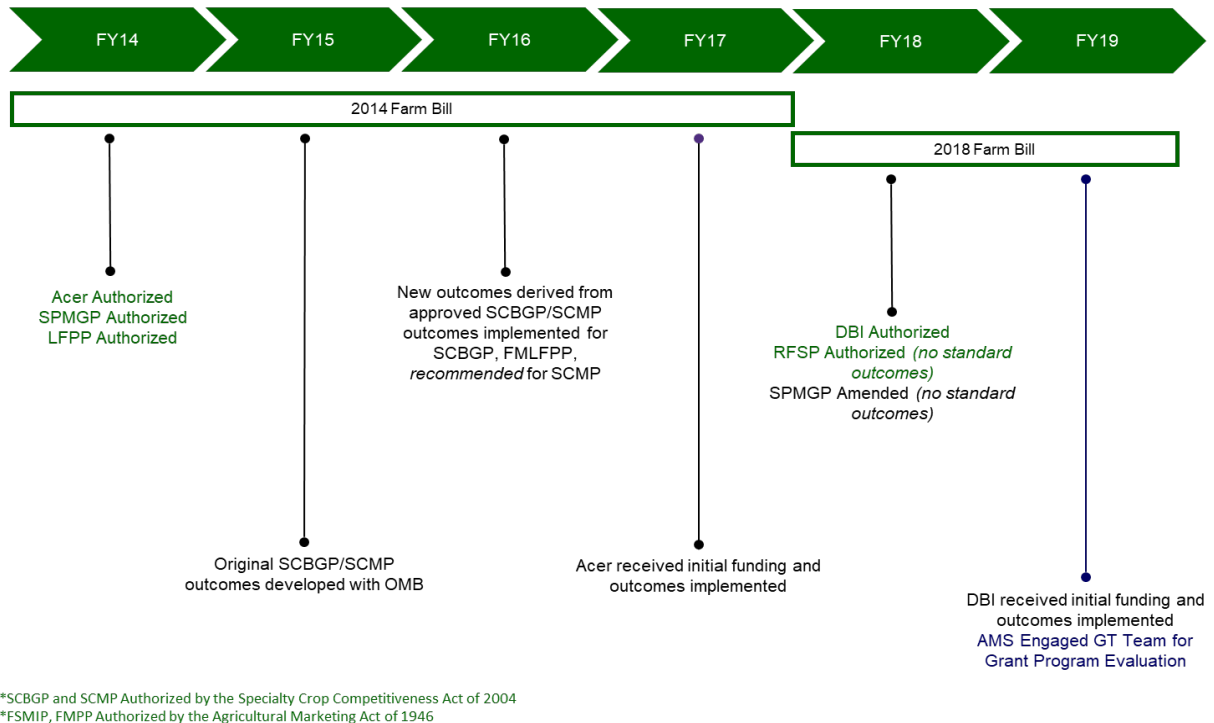


Figure 1: AMS Grants Timeline

Since initial deployment, AMS identified opportunities to improve feasibility of data collection, increase the programmatic relevance of outcomes and indicators, and create further alignment between evaluation criteria and overall program goals. AMS contracted Grant Thornton to conduct a formal assessment of the current evaluation structure across its grants portfolio. Subsequently, and in collaboration with the NASDA Foundation, Grant Thornton was charged with proposing a revised set of outcomes and indicators that retain consistency across programs while balancing the unique goals of each individual grant program, the unique types of projects grant recipients perform, and to satisfy 2018 Farm Bill requirements to incorporate wide input from stakeholders across American agricultural industry, academia, local and state agencies, and the federal government.

Goals and Approach

Project goals and scope

The Grants Division of AMS Transportation and Marketing retained Grant Thornton with the goal towards recommending a set of standardized performance measures to: mitigate inconsistencies in grant-related data collection; diminish administrative burden for AMS grant applicants, recipients, and sub-recipients, Agency personnel, and passthrough entities in collecting and aggregating data; and remedy challenges in the evaluation of combined grant program impacts. In addition, AMS seeks to establish a uniform grant evaluation

¹ AMS is currently developing VAPG, and it is not within the scope of this evaluation.

framework that aligns with USDAs strategic goals, can be easily adapted to the Government Performance and Results Modernization Act (GPRA), and ensures that the Division’s customers (applicants, recipients, and sub-recipients) have consistency among requested data points.

In pursuit of project goals and objectives, Grant Thornton remained cognizant of the diversity across AMS’s grant programs. The approach to stakeholder involvement and the performance measure revisions accounted for programmatic differences across AMS’s grant portfolio, including legislative differences and requirements, differences across industries and beneficiaries, as well as differences in organizational capacity and project maturity. While bearing these issues in mind, Grant Thornton aimed to achieve AMS’s desire for uniform and consolidated grant program performance measures, resulting in flexible yet structured evaluation framework, that accommodates the variety within individual grant programs.

As seen in **Figure 2**, Grant Thornton’s discovery and recommended performance measures and evaluation framework encapsulate programs with existing program performance indicators, including: SCBGP, SCMP, FMPP, LFPP, Acer, and DBI. Programs without existing performance measures are not in scope.



Figure 2: Project Scope

For each grant program evaluated, Grant Thornton employed program evaluation techniques consistent with Government Accountability Office (GAO) best-practices to evaluate and revise a set of tailored, comprehensive performance measures. For instance, the evaluation process included creating logic models for each program, which depict how grant recipient activities relate to measures of those activities (i.e. output measures), and how those measures of activities relate to measures of actual impact (i.e. outcome measures) within the program model. Grant Thornton leveraged these logic models to strategically pare down some programs’ required performance measures to reduce grant reporting burden. In other cases, new performance measures were added, particularly re-aligned to each program’s stated goals and outcomes. In addition, decisions regarding performance measure revisions occurred in consultation with and were guided by stakeholder input, in adherence to the legislative mandate in the 2018 Farm Bill.² Broad discovery efforts Grant Thornton deployed included interviews with Agency personnel, a national-level online stakeholder survey, targeted focus groups, as well as in-person feedback sessions hosted by the NASDA Foundation.

Discovery methods and approach

In conducting this evaluation, the Grant Thornton Team employed a variety of cross-disciplinary discovery methods to assess AMS’s current approach to evaluation, as well as to incorporate feedback from community members and external stakeholders to guide and validate recommendations. The team employed the following methods, depicted in **Figure 3**:

2 (3) Evaluation.--“(A) Performance measures and review.--“(i) Development.--The Secretary of Agriculture and the State departments of agriculture, in consultation with specialty crop stakeholders, shall develop performance measures to be used as the sole means of performing any evaluation of the grant program established under this section.

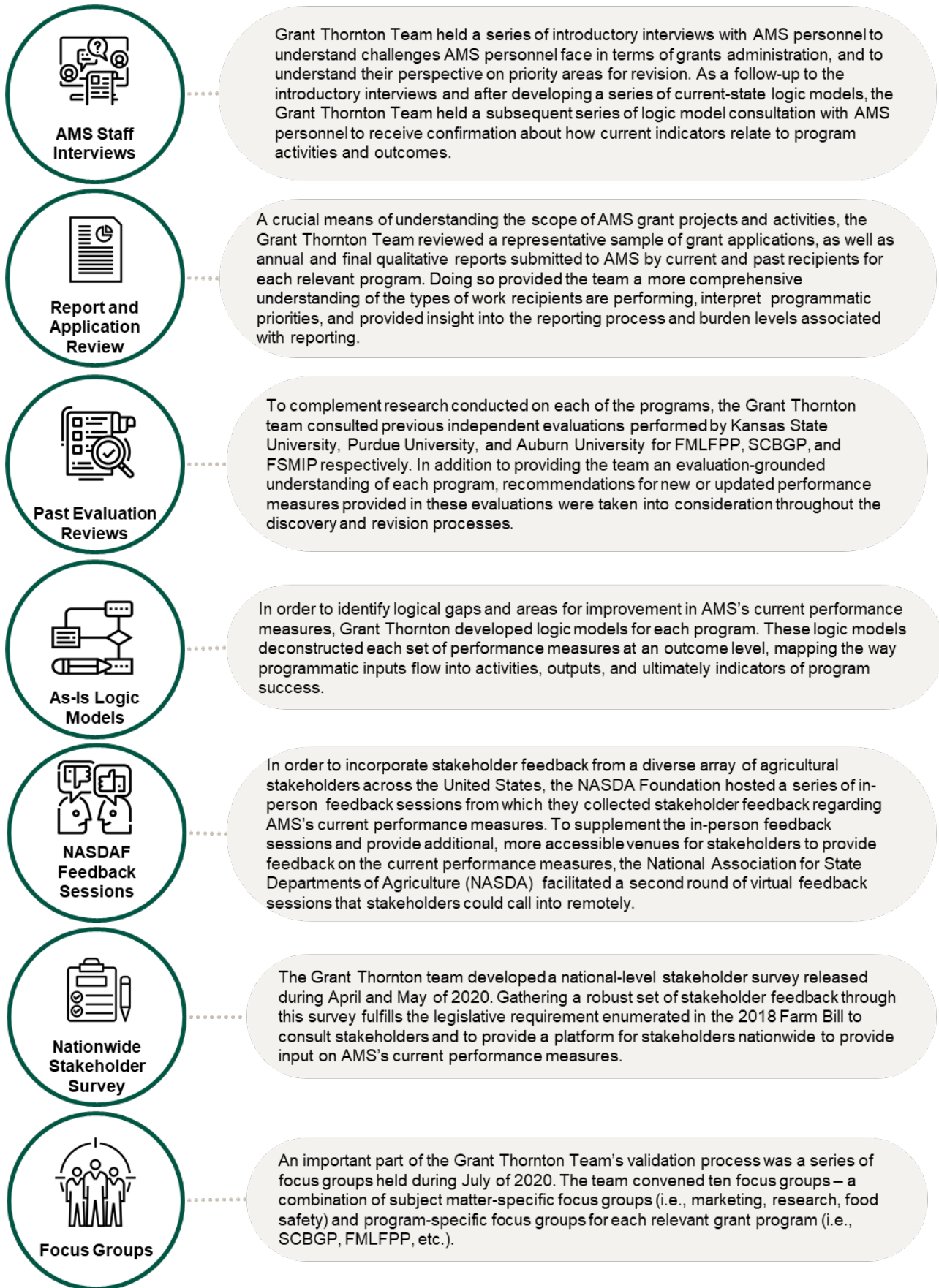


Figure 3: Discovery Methods

Grant Thornton’s discovery process entailed a robust set of activities comprising the first step of a two-phased approach to discovery and validation. As depicted in **Figure 4**, Grant Thornton analyzed six discovery inputs in concert with one another to identify the most pressing reporting challenges across programs, develop a full-cycle understanding of the reporting process, and make portfolio-level determinations about areas of potential improvement. Notably, the team considered a wide range of stakeholder feedback shared through both the NASDA Foundation’s feedback sessions and Grant Thornton’s national stakeholder survey. Together, discovery methods informed the development of as-is logic models, the culminating artifact shared with AMS at the end of the discovery process.

The subsequent revision process required addressing issues with the as-is structure with reinforcement from multiple rounds of review with grant recipients, industry experts, researchers, and other external stakeholders. To ensure continual refinement throughout the revision process, Grant Thornton leveraged a cyclical methodology, as further detailed in **Figure 4**. The revision process was a continuous loop, in which feedback and revision fed into one another for ongoing program refinement based on changes in audience and recommendations stemming from multiple perspectives. This structure provided an opportunity for Grant Thornton to elicit feedback on a recurring basis and refine recommended indicators accordingly.

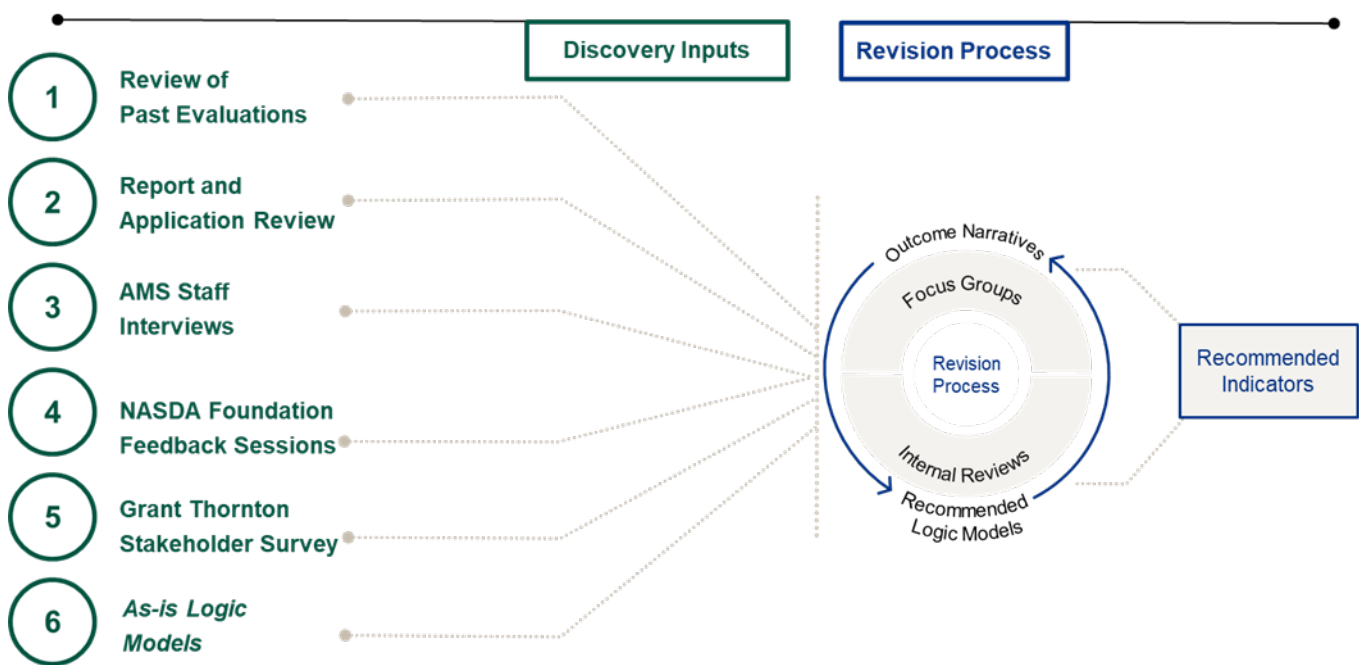


Figure 4: Process Overview

As-Is Results and Assessment

Overview

This section includes a summarized discussion of the results from each discovery method listed above and will refer to appendix support providing detailed analysis. Results from AMS personnel interviews, reviews of qualitative reports and applications, previous evaluation reviews, the NASDA Foundation’s feedback sessions, and Grant Thornton’s national stakeholder survey informed initial performance measure recommendations. Subsequent focus groups served as a means of verifying and validating initial recommendations. AMS personnel and the NASDA Foundation then thoroughly reviewed refined metrics to provide final feedback before recommendations were finalized.

AMS Personnel Interview Key Findings

SCBGP

Introductory Interview:

It is of central importance to consider that SCBGP contains diverse stakeholders with a range of capabilities. Performance measures were originally mandated 2014-2015 and developed in collaboration with OMB. As far as we can understand, marketing-related measures were and continue to be a priority for OMB, though they remain particularly problematic for grant recipients and sub-recipients. In some cases, SDAs (which are the grant recipients for SCBGP) and sub-recipients have difficulty aligning their projects with existing performance measures. Performance measures also vary widely in terms of ease and clarity, which renders some more common than others. It was generally agreed-upon that for SCBGP, grant recipients tend toward over-committing to multiple performance measures. In cases where multiple outcomes and indicators are pursued, grant recipients make uneven progress toward meeting them. It was concluded that it would be beneficial to distinguish between short-term, intermediate, and long-term goals. Providing clearer and more comprehensive definitions within performance measures would be beneficial. As a general trend, recipients have found outcomes related to technology and sales to be problematic. Because SDAs are the grant recipients for SCBGP, AMS has very limited direct contact with sub-recipients. Because of the vast array of sub-recipients, activities pursued, and methods used, as well as the nature of SCBGP being that it calls for AMS to delegate authority to SDAs, creating a framework for data collection and reporting would likely help sub-recipients as well as GMSs.

Logic Model Consultation:

Outcome 1: The consensus is that there is little room to adjust outcome 1, and any revised set of performance measures will likely have to include it in some variant because of OMB's requirements. What is subject to change are the indicators that grants applicants and recipients can select in order to speak to competitiveness.

Outcome 2: A helpful distinction can be made between long-term and intermediate outcomes for this performance measure. In doing so, it becomes possible to distinguish between behavior change and gained knowledge, for example, as indicators.

Outcome 3: The idea was suggested that there might be a logical efficiency to be exploited by combining outcomes two and three, provided that we do not diminish the tri-equal "access" element. This premise of combining outcomes was predicated by the idea that, by merging carefully, a coherent value-chain might be developed within the outcome.

Outcome 4: The suggestion was made that outcome 4 may represent another case where indicators may be better aligned with other outcomes. There was a lengthy discussion of more suitable placements for indicators within outcome 4. However, it was also noted that the outcome might not be comprehensive, which prompted further discussion of how outcomes were categorized during their development in 2015. Attempts to strictly adhere to established categories might explain some discontinuity. Adding and replacing some outcome 4 indicators would likely be of value.

Outcome 5: The question of whether research might be considered an outcome in lieu of behavior changed was posed. Based on that question, there was a discussion of short-term, intermediate, and long-term outcomes. The extant outcomes seemed to the GMSs to be largely long-term outcomes. There could be upstream outputs (e.g. research, knowledge) that logically feed into behavior change-oriented outcomes, like the current ones.

Outcome 6: There was minimal discussion of outcome 6, as it was considered straightforward.

Outcome 7: It was mentioned that there was previous discussion around Outcomes 6 and 7 being combined. The consensus in the room is that there is a potential efficiency to tap into, as well as a potential to add additional outcomes and indicators.

Outcome 8: It was proffered that outcome 8 is a feasible way to measure programmatic success for SCBGP, and the other outcomes lead up to outcome 8. AMS should be measuring this outcome meticulously, even though it might not be a grant recipient priority. Questions arose on how this outcome might capture projects with less tangible, though not necessarily less valuable projects, e.g. research. There was excitement about the prospect of adding new indicators.

SCMP

Introductory Interview:

SCMP and SCBGP were authorized under the same legislation, so the programs should be reflective of each other. However, distinct categorical priority areas related to multi-state nature projects, which must have regional or national impact, differentiates SCMP from SCBGP. As such, there is also a distinct partnership aspect to SCMP projects that is important to account for. When SCMP was originally designed, AMS avoided being overly prescriptive, the reason being that there was already extant concern around the SCBGP performance measures, specifically in relation to the marketing and sales outcomes. AMS is not looking at pushing marketing and promotion out of the program, but rather revising outcomes and indicators, so they are both more feasible. Adaptability of revised outcomes for SCMP, as well as SCBGP, is a priority.

Logic Model Consultation:

Because SCMP has no required, standardized performance measures, no current-state logic model was created.

FMLFPP

Introductory Interview:

It was emphasized that there is a plain language challenge with FMLFPP performance measures; grant applicants, recipients, and even GMSs have difficulty understanding the complex language of some of the outcomes and indicators. Stakeholders oftentimes don't understand the metrics. Commonly, grant applicants overcommit to a number of performance measures based on the assumption that doing so will advantage them in the selection process. There are no performance measures specifically designated for planning grants, which has posed a formidable obstacle. The vagueness of some outcomes makes them difficult for less-experienced stakeholders to understand. Applicants have challenges providing baseline measurements. GMSs are often looked to for guidance around selecting outcomes and indicators, as well as conducting baseline measurements. It was expressed that training and educational activities would likely be beneficial to both GMSs and recipients. It was generally agreed that there needs to be better definitions of terms to aid grant-applicants in their understanding and decision-making. GMSs didn't feel that the proposed performance measures for FMLFPP are currently effective at mapping back to larger program goals.

Planning grants and implementation grants currently have the same outcome measures, which is illogical given that these sub-programs of LFPP that are involved in very different activities. It was also noted that small stakeholder groups have particular difficulties transmitting information that's useful for AMS purposes.

Logic Model Consultation:

Outcome 1: The GMSs noted that outcome 1 is more commonly-selected because it is measurable and clear. Nevertheless, there is a problematic trend where grant-applicants hugely overestimate; GMSs expressed the desire for applicants and recipients to be more realistic in their estimations. The importance of grants outcomes having baselines was reiterated. There is currently little-to-no data validation occurring, and there is not requirement by AMS to do so. Social media was resoundingly-deemed useful for grant recipients. The challenge was summed up to balancing feasibility of collection with diversity of options.

Outcome 2: It was noted that Sales is a particularly difficult outcome for grant recipients to accurately track and report on. There was focus on potential alternatives to asking for exact sales numbers, like averages, ranges, percent's, volume of commodities, etc.

Outcome 3: GMSs concluded that the intent of indicators a-f are straightforward and should be retained, as they align with one of the program's goals of creating new access points. There are a number of outcomes and indicators that contribute to a variety of different value chains in ways that are not entirely logical. For Outcome 3, there are a number of things categorized as outcomes in the logic model that don't necessarily align to the outputs.

Outcome 4: The GMSs concurred that, generally, outcome 4 and its indicators seem sound as they stand.

Outcome 5: This outcome was identified as being a long-term outcome under the assumption that non-federal dollars procured is a long-term process. It was communicated that this is a planning grant outcome indicator only. Indicators for this outcome come across as disjointed e.g. How federal dollars relates to performing a needs assessment. Language for this outcome, especially around the framing of needs assessments, needs to be clarified. In some cases, grant recipients will follow-up on activities produced under this grant by applying for an implementation program after receiving these grants.

Outcome 6: The biggest problem with outcome 6 is that recipients sometimes do not complete the activities or are otherwise unable to report the outcome they select.

Acer

Introductory Interview:

Grants management specialists (GMS) overseeing Acer shared that grant recipients are invested in the goals of the program, amenable to AMS's performance measures, and generally encounter limited barriers in reporting relevant indicators. Their reports often contain an array of data formats, from conventional raw data, to manuals, to videos produced, and more. Acer grant recipients are more established organizations, like State Departments of Agriculture (SDAs), universities, tribal governments, etc. GMSs also described a smaller community of applicants and grant recipients, who are more likely to help one another. AMS identified this small, collaborative dynamic as one of the reasons that they have heard less negative feedback regarding Acer reporting. It was unclear to GMSs if there were any especially problematic or burdensome outcomes. Rather, reporting the metrics as-written has not been a noted difficulty for most recipients. Furthermore, specialists suggested that recipient-proposed indicators could be considered future-looking and might be useful for informing curated, measurable and quantifiable outcomes.

As-is Logic Model Consultation:

Outcome 1 – GMSs distinguished that we might not want to focus on access because that doesn't align with the goals of the program to 1) increase maple sugaring activities and 2) increase production. Notwithstanding, in addition to the program goals, one of the legislative requirements under the application is that the applicant is required to estimate the increase in maple sugaring activities/production that will result "in application activities." It was universally agreed that these measures should not be combined. "Access points" might be better accounted for under outcome three, where it already is an indicator.

Outcome 2 – GMSs reiterated the importance of including additional options outside of direct, numerical sales. It was also noted that while some grant recipients do report on sales, it is not a major component of most projects.

Outcome 3 – It was generally expressed that indicator language for outcome three is too complex for grant recipients to easily understand. Questions were also levied regarding how closely the outcome relates to the overarching goal of creating new market opportunities. Multiple GMSs insinuated that the outcome itself was disjunctive in that new delivery systems/access points come across as very different from improved products. Indicators should extend beyond just delivery. One suggestion was to track if recipients perform outreach and also tracking improvements to delivery systems.

Outcome 4 – GMSs generally agreed that PoP (PoP) renders some of these outcomes difficult or impossible to report on accurately. Oftentimes, impact of these kinds of activities become apparent long after the grant period is over. Outcome and indicator revisions need to be realistic to PoP.

DBI

Introductory Interview:

DBI encourages the development and marketing of innovative new dairy products and other revenue-generating processes that increase distribution for dairy producer groups. Milk production is already incredibly efficient, and production is *not* a goal of DBI. This reality contributes to outcome one, sales, being particularly difficult for recipients to report on. Producers and producer groups are extremely reluctant to report sales data, which is both challenging in terms of privacy and methodology. A critical task is thus to determine potential alternatives to demonstrate sales.

Logic Model Consultation:

Outcome 1: GMSs overseeing DBI haven't received feedback from grant recipients funded by DBI, since the grant PoP just began in September 2019. However, in the NASDA Foundation's regional feedback sessions participants expressed concerns around "access" and "consumption" being combined in the first indicator.

Outcome 2: The sales-related indicator posed significant challenges for DBI recipients. Possible alternatives to reporting sales data, including reporting ranges in lieu of exact numbers, reporting percentages, omitting baselines, or asking recipients to report on reduced supply were proffered by GMSs. Furthermore, the outcome could be re-ordered more logically, so that there is a clearer value-chain depicted.

Outcome 3: There may be an opportunity to ask grant recipients to report on outcome-level indicators related to these outcome streams, so that we're getting more measures of upstream activities that are related to these over-arching outcomes. A goal of this revision process is to tie what grant recipients are being asked to perform by the outputs, so that they aren't confused by the disparity between grant objectives and activities prompted by the outcomes. This point begs a question of how these stated outcomes align to the program goals. It is important that the link is clear enough that grant recipients understand why they are being asked to report on the designated performance measures included in grant applications.

FSMIP

Introductory Interview:

It was confirmed that FSMIP does not have formalized performance measures. Rather, applicants instead have a list of technical requirements for application narratives. Applicants currently choose their own metrics, and consequently, the information they report back can't easily be collated or aggregated to use as justification on a national level. To evaluate the achievability section of FSMIP applications, AMS reviews applications to ensure they align with the Request For Applications (RFA), after which they are sent to reviewer panels comprised of subject matter experts in fields related to FSMIP. Previously, there was a focus on measuring return on investment, though it became evident that ROI doesn't seem to lend itself to FSMIP projects because they focus on marketing, research, and other exploratory projects that don't always yield tangible outcomes within a three-year PoP. It was generally agreed-upon that FSMIP exemplifies the importance of delineating among short-term, intermediate, and long-term outcomes. Furthermore, it is important to consider how we can actually take exploratory projects and attribute value, moving beyond monetary-based outcomes and developing novel approaches to quantifying less tangible results, such as behavior change in direct result to marketing activities. AMS entered into a collaborative partnership with Auburn University, through which Auburn produced a report containing recommended metrics for FSMIP, including metrics around baseline economic data collection, tool consolidation, and more. Finally, there was expressed desire for GMS training to incorporate new perspectives related to marketing, research, and food more generally in addition to the grants and administrative training they already receive.

Logic Model Consultation:

Because FSMIP has no standardized performance measures, no current-state logic model was created.

SPMGP

Introductory Interview:

GMSs relayed that the current outcomes for SPMGP exist largely as a result of intense lobbying by the sheep industry. The National Sheep Industry Improvement Center (Sheep Center), the sole grant recipient that administers the grant to sub-recipients. SPGMP used to be administered out of the Livestock, Poultry, & Grain division of AMS, during which standardized grant reporting was not mandated. Yet, some SPMGP grant recipients still reported, albeit reports were not standardized. Now under Transportation and Marketing, grant recipients submit annual reports more formally, in order to verifying that projects are proceeding within terms and conditions enumerated in approved grant proposals.

Logic Model Consultation:

Because SPMGP has no standardized performance measures, no logic current-state model was created.

RFSP

Introductory Interview:

As a future part of the Local Agricultural Marketing Program (LAMP), outcomes and indicators for RFSP should be based on those used for FMLFPP. Under legislation applicable to LAMP, there are overarching goals for the LAMP program that connect FMLFPP and RFSP. Keeping these legislative and programmatic similarities in mind, it remains important to ideate around indicators/outcomes that are specific to this kind of specific partnership program.

Logic Model Consultation:

Because RFSP has no formalized performance measures, no logic model was developed.

Qualitative Grant Reports and Applications

A preliminary element of Grant Thornton's discovery entailed reviewing a sample of grant applications and reports for each grant program within the scope of the evaluation. These applications and reports provided a clear line of sight to grant recipient activities and the types of projects being performed under AMS's grant programs. In order to obtain a comprehensive perspective, the team reviewed applications and reports from a wide array of geographic regions and spanning a diversity of project types. In doing so, Grant Thornton was able to identify and categorize many of the major activities commonly performed under each respective grant program, which the team leveraged to frame inputs for as-is logic model development.

Additionally, applications and reports provided helpful insight into the structure of the application process, allowing the team to view reporting from an applicant's perspective. Doing so yielded a process-level understanding that better informed the team's perception of challenges grant recipients face and opportunities to enhance their overall experience. For instance, the team was able to gain awareness of application length and format, which have important implications for implementation recommendations discussed in this evaluation framework. These reviews likewise facilitated further understanding of different reporting requirements. For instance, they illuminated the extent to which requirements and the layout of annual reports differ compared to final reports. Overall, application and report reviews were an important exercise that helped the team gain context-specific knowledge fundamental to evaluation success.

Previous Evaluations (SCBGP, FMLFPP, FSMIP)

Grant Thornton's discovery also involved attaining current knowledge of previous grant program evaluations conducted on behalf of AMS. The team reviewed three prior evaluations of AMS programs for FMLFPP, FSMIP, and SCBGP conducted by Kansas State University's Office of Innovation and Evaluation (OEIE), the Auburn Center for Evaluation, and Purdue University's Evaluation and Learning Research center respectively. Kansas State University's 2018 FMLFPP evaluation assessed how FMLFPP's 2014 agreements supported the statutory purpose of the program, centering on the goals of: describing successful outcomes that can be supported with evidence, illustrating the impact on the local food industry's capacity regionally and nationally, and identifying barriers that prevent the Program from addressing its primary purpose (Shuman, Allen, and Miller, 2018). The Auburn Center for Evaluations' 2018 report analyzed project data from 26 FSMIP final

reports submitted during FY2014-15, with the objectives of analyzing economic impact data, categorizing funded projects, recommending standard performance measures, and identifying areas of improvement for program administration (Henry et al, 2018). Finally, Purdue University performed a program evaluation for fiscal year 2013 SCBGP projects to ascertain the impact of the SCBGP on the national specialty crop industry, identify areas for improvement, and provide an independent program review (Burgess, Kirkham, and Bessenbacher, 2018).

These evaluations provided an important historical perspective that aided in orienting Grant Thornton to the challenges that grants applicants have faced in attempting to successfully report on project impacts. The reports likewise provided helpful contextual awareness for the vast array of activities grant recipients conduct in attempt to reach the goals they establish. Because multiple of the evaluations feature recommendations for new or additional performance measures, they provided an early glimpse into the extant opportunities for improvement Grant Thornton would later become familiar with through other discovery methods. These prior evaluations also served to assist Grant Thornton in the validations of the final set of recommended indicators and outcomes.

NASDA Foundation Feedback Sessions

The NASDA Foundation's in-person and virtual feedback sessions collected data from stakeholders for four AMS grant programs – SCBGP/SCMP, FMLFPP, Acer, and DBI. Stakeholder comments were aligned to theme categories, which NASDA Foundation defined using the definitions in **Figure 5**. The various themes and their associated definitions, provided by the NASDA Foundation, are outlined below.

NASDA Foundation Themes and Definitions

- Clarify Outcome/Indicator: Outcome/indicator is confusing and requires clarification.
- Data Collected Doesn't Show Outcome/Indicator Success: Data required for outcome/indicator does not actually provide proof of meeting outcome/indicator.
- Difficult to Collect Data: Hard to collect data to meet requirements for outcome/indicator
- Difficult to Select Outcome/Indicator: Hard to collect data to meet requirements for outcome/indicator.
- External Factors Impact Outcomes: External factors could be impacting the numbers collected for outcome/indicator. External factors could include weather, market fluctuation, and trade policy.
- Good Outcome/Indicator: Outcome/indicator should be maintained and there are no overarching challenges associated with meeting the requirement.
- Grant Period Too Short: Grant and/or program period is too short to realistically accomplish the outcome/indicator.
- Make Outcome/Indicator Optional: Outcome or indicator should be optional.
- New Activity Needed: Another activity should be allowed in grant.
- New Outcome/Indicator: Should include another outcome and/or indicator. Details provided on new outcome/indicator.
- Not Effective Outcome/Indicator: Should include another outcome and/or indicator. Details provided on new outcome/indicator.
- Separate Outcomes for Scientific Trails and Marketing Projects: Projects focused on scientific projects should have different outcomes than projects focused on marketing.
- Too Many Variables in Indicator: Too many variables are included in the variable.
- Urban/Rural Divide: Difficulty arises from urban and rural factors, such as urban farmers working with rural farmers.

Figure 5: NASDA Foundation Theme Definitions

The top themes were discerned by establishing counts of stakeholder comments that align with each theme. Comments received during the in-person and virtual feedback sessions were aggregated together. **Tables 1-4** below describe top themes attributed to each outcome for SCBGP/SCMP, FMLFPP, Acer, and DBI.³ For a breakdown of every theme count captured for the four grant programs during the NASDA Foundation Feedback Sessions, see **Appendix 1**.

Table 1: SCBGP/SCMP Top NASDA Foundation Feedback Session Themes

General Comments Across All Outcomes	
Themes	1. Clarify Outcome/Indicator 2. New Outcome/Indicator ⁴
Example Written Responses	<p>“It would be nice to have a video and/or training from AMS that explained the type of data USDA would be looking for with each outcome and indicator.”</p> <p>“Would like to see more outcomes that fit for research projects.”</p>
Outcome 1: To enhance the competitiveness of specialty crops through increased sales	
Themes	1. Difficult to Collect Data 2. New Outcome/Indicator 3. External Factors Impact Outcomes
Example Written Responses	<p>“We find it very difficult to collect data on this outcome. Some recipients have [difficulty] knowing how to collect data and there is an overall general reluctance by people to report on earnings.”</p> <p>“Hard to collect sales numbers from the growers...Getting percentage change is slightly easier but still tough.”</p> <p>“Even allowing recipients to measure EITHER the dollar value increase OR the % increase would be helpful.”</p>
Outcome 2: To enhance the competitiveness of specialty crops through increased consumption	
Themes	1. New Outcome/Indicator 2. Difficult to Collect Data
Example Written Responses	<p>“Challenge to collect/verify consumption post-consumer engagement, like “knowledge/intent” but not ‘reported.’”</p> <p>“Would like to see more outcomes for grower education (there is a lot focused on consumer and market education-Outcome 2&3).”“Like this! Important indicators to keep in food system evaluation framework [with] alterations of measurements.”</p>
Outcome 3: To enhance the competitiveness of specialty crops through increased access and awareness	
Themes	1. New Outcome/Indicator 2. Difficult to Collect Data 3. (Tie) Clarify Outcome/Indicator 3. (Tie) Not Effective Outcome/Indicator
Example Written Responses	<p>“Confusing to mix consumers and wholesalers in same indicator—separate them and related action.”</p> <p>“We like these indicators...but experienced confusion about the definition of these terms from the perspective of SCBGP/SCMPP and how to quantify our metrics to support those indicators in a way that the indicators intend.”</p> <p>“We interact with a lot of producers who may not know that specialty crop production could be a viable option. Just building awareness of options would be an important goal... so an outcome could be enhanced grower awareness, and an indicator could be the number of producers who gain knowledge on options, take further steps in collecting information and ultimately plant a new specialty crop.”</p>

³ In some cases, participant response rates for Acer and DBI were too low to include the standard three themes attributed to the larger grant programs, like FMLFPP and SCBGP.

⁴ In contrast with rankings for outcome-specific themes in the tables below, numbering does not connote rank in the case of these general themes, which apply to multiple outcomes.

Outcome 4: To enhance the competitiveness of specialty crops through greater capacity of sustainable practices of specialty crop production resulting in increased yield, reduced inputs, increased efficiency, increased economic return, and/or conservation of resources

Themes	1. (Tie) Grant Period Too Short 1. (Tie) New Outcome/Indicator 3. Clarify Outcome/Indicator
Example Written Responses	<p>“Adoption of recommended practices & acres that the practices are used.”</p> <p>“Adoption of most practices developed through SCBG awards take years to take place - members of growers adopting practices, new varieties, etc. [operate] on a time scale much longer than the award recognizes.”</p> <p>“Conservation of resources section should be expanded to include more regenerative and climate adaptive practices.”</p>

Outcome 5: To enhance the competitiveness of specialty crops through more sustainable, diverse, and resilient specialty crop systems

Themes	1. New Outcome/Indicator 2. Clarify Outcome/Indicator 3. Grant Period Too Short
Example Written Responses	<p>“Number of growers/producers that gained knowledge about science-based tools through outreach and education programs (Comment: Besides just a number that gained knowledge. It would be better to understand the number of producers or growers that applied the new knowledge).”</p> <p>“Similar to above, seeing a financial gain from implementing the results of a project (new practice) takes a long time and can’t be measured within the project period. Growers are also reluctant to divulge financial info.”</p> <p>“Comment was made during the call about a broader interpretation of tools that are not only, new technologies. We have been fortunate in how our state has allowed this, but I agree innovation might not always be high tech”</p>

Outcome 6: To enhance the competitiveness of specialty crops through increasing the number of viable technologies to improve food safety

Themes	1. New Outcome/Indicator 2. Clarify Outcome/Indicator 3. (Tie) Data Collected Doesn’t Show Outcome/Indicator Success 3. (Tie) Grant Period Too Short 3. (Tie) Good Outcome/Indicator
Example Written Responses	<p>“The number of reported changes would be found out only through surveys or through a research trial? What about changes in personnel behavior through improved food safety training?”</p> <p>“How many technologies would 1 project generate? Do “numbers” mean anything - we need to know impacts of technologies on product safety”</p> <p>“Would want to know technologies implemented; results of that implementation and perhaps - how this addresses competitiveness”</p>

Outcome 7: To enhance the competitiveness of specialty crops through increased understanding of threats to food safety from microbial and chemical sources

Themes	1. Clarify Outcome/Indicator 2. New Outcome/Indicator 3. Data Collected Doesn’t Show Outcome/Indicator Success
Example Written Responses	<p>“Microbial threats (risks) do not usually refer to parasites (Cyclospora). Need to have a food safety expert review all of the terminology.”</p> <p>“GAP cert. NOT relevant to FMs or direct markets since they are buyer driven --> need language based on markets. GAP certification does not equate to no food borne outbreaks. We need to make sure all growers are aware of hazards/risks and implement best practices even if they are not GAP certified”</p> <p>“Also includes FSMA [Food Safety Modernization Act] certifications?”</p>

Outcome 8: To enhance the competitiveness of specialty crops through enhancing or improving the economy as a result of specialty crop development

Themes	1. New Outcome/Indicator 2. Clarify Outcome/Indicator 3. (Tie) Difficult to Collect Data 3. (Tie) Grant Period Too Short
Example Written Responses	<p>“With the length of grant it is hard to give feedback on if these results last or if [impact] happens 1-2 years after. Jobs fluctuate in rural areas.”</p> <p>“Definition of career? Hard to explicitly measure urban vs rural - complex employment chains are common.”</p> <p>“Data collection is difficult because growers are reluctant to share information on sales, costs, profit & loss, etc.”</p>

Table 2: FMLFPP Top NASDA Foundation Feedback Session Themes

Outcome 1: To increase consumption of and access to locally and regionally produced agricultural products	
Themes	1. Difficult to Collect Data 2. Clarify Outcome/Indicator 3. (Tie) New Outcome/Indicator 3. (Tie) Good Outcome/Indicator
Example Written Responses	<p>“Lots of work to gather data “reported”. How do you measure “gained knowledge”! Would AMS provide feedback/post project surveys to do this.”</p> <p>“It can be very difficult... [to] track knowledge gained... [and] increased consumption of healthy/ local foods... They are generally based entirely on self-report, which is rife with measurement uncertainty. In addition, given that consumers are engaging with these projects on sporadic time scales, it can be difficult to establish a clear baseline of data, follow up with consumers, and then establish direct impact. In addition, particularly in low-income communities, there is a... to be surveyed.... Further, there are a variety of USDA-funded programs... that often ask similar questions, but differences between the specific wording and evaluation expectations lead to confusion among recipients and overall inconsistency in the data.”</p> <p>“How are we gathering data to show the increase/number of people who have more knowledge on having access to “produce, prepare, and preserve locally,” is this by observation or how do we make this data factual.”</p>
Outcome 2: To increase customers and sales of local and regional agricultural products	
Themes	1. (Tie) Difficult to Collect Data 1. (Tie) New Outcome/Indicator 2. External Factors Impact Outcomes
Example Written Responses	<p>“Extremely difficult to track/hard to get real sales info from farmers.”</p> <p>“Hard to get markets/vendors to report actual sales & hard to validate honesty”</p> <p>“Can be difficult for proposals focused on institution development, esp. a challenge getting baseline sales of full target population. Maybe make optional? Fits great for some projects.”</p>
Outcome 3: To develop new market opportunities for farm and ranch operations serving local markets	
Themes	1. (Tie) Difficult to collect Data 1. (Tie) New Outcome/Indicator 2. Clarify Outcome/Indicator
Example Written Responses	<p>“Number of ‘careers’ is challenging because businesses start and fail, no place to capture those experiences and challenges”</p> <p>“Very hard to get data on number of people hired seasonally across multiple markets/farms”</p> <p>“How important is to keep the long explanation on jobs & careers. Very long explanation for such a short question. It is confusing.”</p>
Outcome 4: to improve the food safety of locally and regionally produced agricultural products	
Themes	1. Not Effective Outcome/Indicator 2. (Tie) Clarify Outcome/Indicator 2. (Tie) Difficult to Collect Data 2. (Tie) Good Outcome/Indicator
Example Written Responses	<p>“Farmers do not have the time, money, or education to complete.”</p> <p>“Not a good indicator as GAP cert. is not typically required for direct markets. But, practices and understanding risks is crucial!”</p> <p>“The system is only as strong as the weakest link. Local/farmers markets are frequently exempt from FSMA. Making food safety highest priority for grants is a must.”</p>
Outcome 5: To establish or expand a local and regional food business enterprise	
Themes	1. Difficult to Collect Data 2. (Tie) Grant Period Too Short 2. (Tie) Too Many Variables in Indicator
Example Written Responses	<p>“Difficult to account for technical assistance outside of business plans etc. addressing specific barriers.”</p> <p>“How do markets measure without asking farmers/vendors for more finance info??”</p> <p>“Estimating investment \$ - Difficult to estimate before feasibility study”</p>

Outcome 6: All applicants must identify at least one additional outcome and indicator based on relevant project activities not covered above	
Themes	1. Not Effective Outcome/Indicator 2. Good Outcome/Indicator
Example Written Responses	<p>“Allows for customization for goals/activities specific to project. Yay!”</p> <p>“Outcome 6 shouldn’t be required. All 5 outcomes are sometimes enough.”</p> <p>“If using standard set of outcomes should not require an additional outcome. Most stakeholders do not know how to construct one to match the AMS logic model.”</p>

Table 3: Acer Top NASDA Foundation Feedback Session Themes

Outcome 1: To increase consumption of and access to maple syrup and maple-sap products	
Themes	1. Not Effective Outcome/Indicator
Example Written Responses	“It’s not a state assoc. job to track consumption of products. That is the state Health Dept.”
Outcome 2: To increase sales of maple syrup or maple-sap products	
Themes	No Themes Attributed to Comments
Outcome 3: To develop new market opportunities for producers or processors of maple syrup or maple-sap products	
Themes	1. Clarify Outcome/Indicator
	“Would like to see this separated, maintained, and then created”
Outcome 4: To increase the sustainable practices of maple syrup production resulting in increased yield, reduced inputs, increased efficiency, increased economic return, and/or conservation of resources	
Themes	No Themes Attributed to Comments

Table 4: DBI Top NASDA Foundation Feedback Session Themes

All Outcomes	
Themes	New Outcome/Indicator 2. Not Effective Outcome/Indicator
Example Written Responses	<p>“Emphasize Quality, not Quantity. More milk will not help farmers as much as a more consistent and fairer marketplace.”</p> <p>“Where is the # of new product launches? This is for innovation.”</p> <p>“Sustainable practices in the DBI industry?”</p>
Outcome 1: To increase consumption of and access to dairy products	
Themes	1. New Outcome/Indicator 2. Not Effective Outcome/Indicator 3. (Tie) Clarify Outcome/Indicator 3. (Tie) Difficult to Collect Data 3. (Tie) Good Outcome/Indicator
Example Written Responses	<p>“Need consumer #'s for trial or behavior change.”</p> <p>“Break into a) access (distribution, channels, etc.) domestic & international, b) consumption (consumer change indicators - buy rate, trial/repeat).”</p> <p>“Perhaps also collect data regarding consumers not consuming DBI and their reasons, which may include animal welfare, public health, DBI-related disease, DBI intolerance, etc.”</p>
Outcome 2: To increase sales of dairy products	
Themes	1. New Outcome/Indicator 2. Not Effective Outcome/Indicator 3. (Tie) Difficult to Collect Data 3. (Tie) Good Outcome/Indicator
Example Written Responses	“Sales info is not generally reported - or reported accurately.”

Outcome 3: To Develop New Market Opportunities for Producers or Processors of Dairy Products.

Themes	1. New Outcome/Indicator 2. (Tie) Clarify Outcome/Indicator 2. (Tie) Not Effective Outcome/Indicator
Example Written Responses	“Small scale dairy farmers trying to reach local consumers, but struggling finding creameries to process their milk.” “Unclear what “dairy activities” refers to? Herd size? New dairy project lines?”

National Stakeholder Survey

AMS, NADAF and Grant Thornton collaborated to develop an online survey available to all members of the public to fill remaining gaps in stakeholder representation and maximize the amount of feedback received on current performance indicators. The survey provided another layer of data concerning the experiences and opinions of recipients, subrecipients, grant collaborators, and other members of the public with a vested interest in AMS' programs. This section outlines survey results.

Demographics

Grant Thornton's national stakeholder survey collected information from a sample of 641 AMS grant program stakeholders with a wide-ranging demographic profile. As shown in **Figure 6**, all 50 US states (including Alaska and Hawaii, not pictured) as well as Washington D.C., the Commonwealth of the Northern Mariana Islands (CNMI), Puerto Rico, Guam, and the Virgin Islands are represented in the survey results. A more detailed

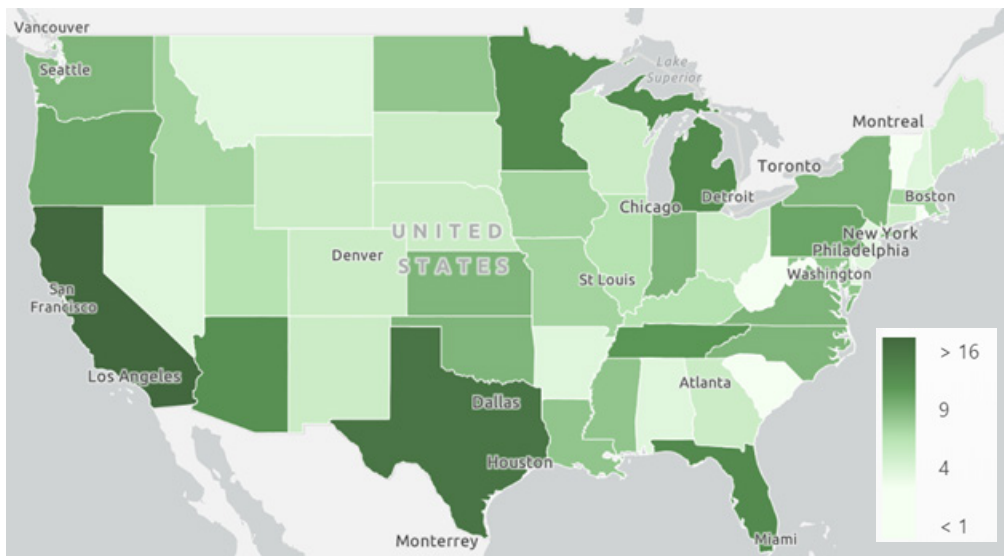


Figure 6: Survey Respondent Geographic Breakdown

breakdown of geographic location is outlined in **Appendix 2**. As the question capturing demographic location was at the end of the survey, this demographic breakdown only represents 295 of the 641 respondents due to participants who did not complete all the questions of the survey. The survey additionally captured responses from a broad representation of stakeholder groups, with most respondents identifying with the Non-Profit Organization stakeholder group (29.2%), Producer stakeholder group (28.2%), or the Higher Education stakeholder group (19.2%). As depicted in **Figure**

7, other stakeholder groups represented in the survey include State Departments of Agriculture, Cooperative Extensions, Farmer Organizations, Agricultural Cooperatives, Local Governments, Trade Organizations, Tribal Governments, or "other". The majority of the respondents who identified themselves under the "other" stakeholder group were grant reviewers, Agricultural Distributors/Wholesalers, or External Evaluators. **Appendix table 2.1** outlines other stakeholder groups encompassed in the "other" category in more detail.

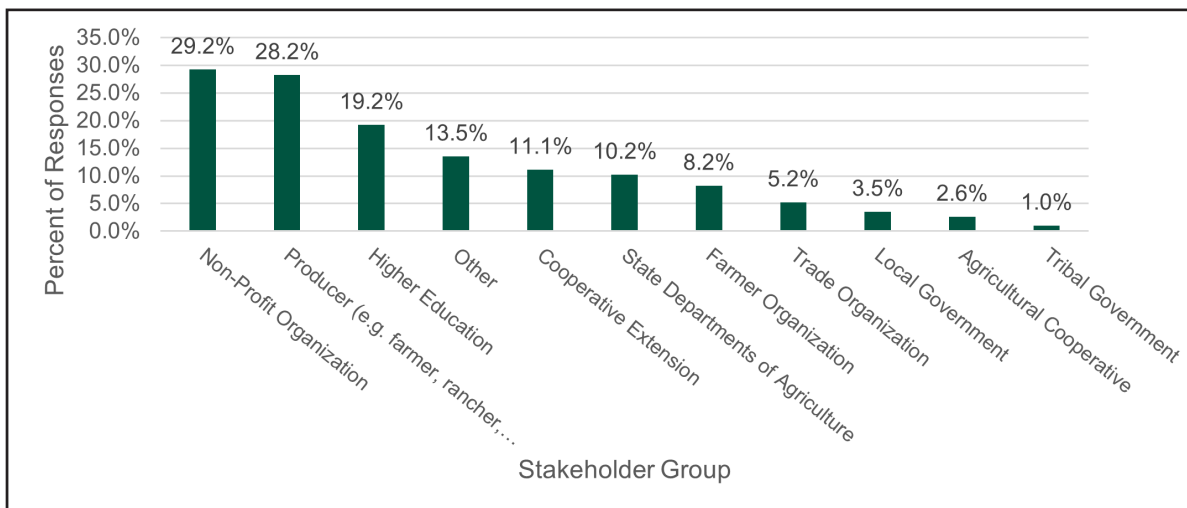


Figure 7: Survey Respondent Background

The survey captured the majority of responses for the two largest grant programs, with 66.1% of respondents providing feedback for the Specialty Crop Block Grant or Specialty Crop Multi-State Program (SCBGP/SCMP), and 38.4% of respondents providing feedback for the Farmers Market and Local Food Promotion Program (FMLFPP). However, the survey captured data for all seven grant programs, as outlined in **Figure 8**.

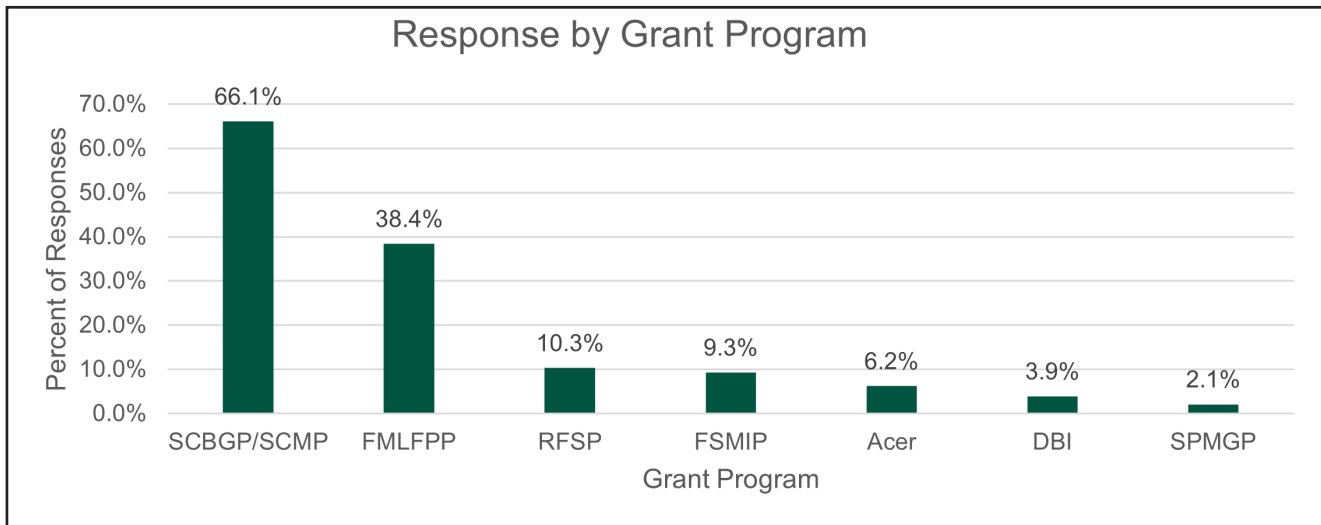


Figure 8: Survey Response by Grant Program

The stakeholders varied in their relationship to each grant program, with 56.7% of respondents representing past or current recipients. **Figure 9** outlines the breakdown in more detail. Furthermore, **Appendix 3** provides more detail of stakeholders' involvement with each grant program.

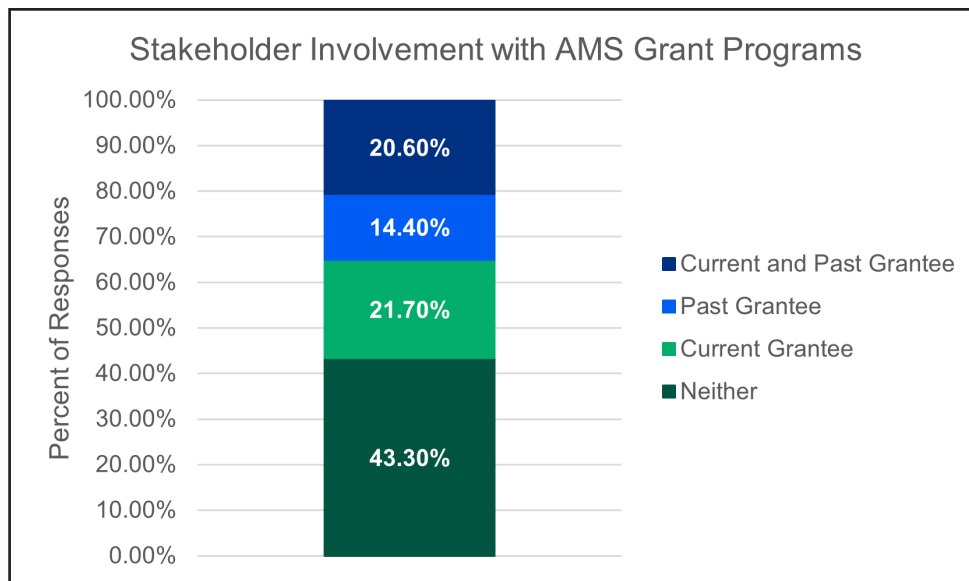


Figure 9: Stakeholder Involvement

Survey Completion/Attrition

Variations in survey completion rates indicate an attrition bias within the sample population. Of the survey respondents, 43.2% completed the entire survey. Looking at the response timeline in **Appendix 4**, most responses were completed at the beginning of the survey, in March, and at the end of the survey, in May. As depicted in **Figure 10**, completion rates were highest among representatives from Higher Education (56.3%), State Departments of Agriculture (50%), and Tribal Governments (50%) stakeholder groups and lowest among

the Local Government (36.4%), Producer, (33.7%) and Trade Organization (18.8%) stakeholder groups. The completion rate was highest for SCBGP/SCMP at 47.5%, and lowest for SPMGP at 23.1% (see **Figure 11**). An overview of the attrition rate per grant program is outlined in **Appendix 5**.

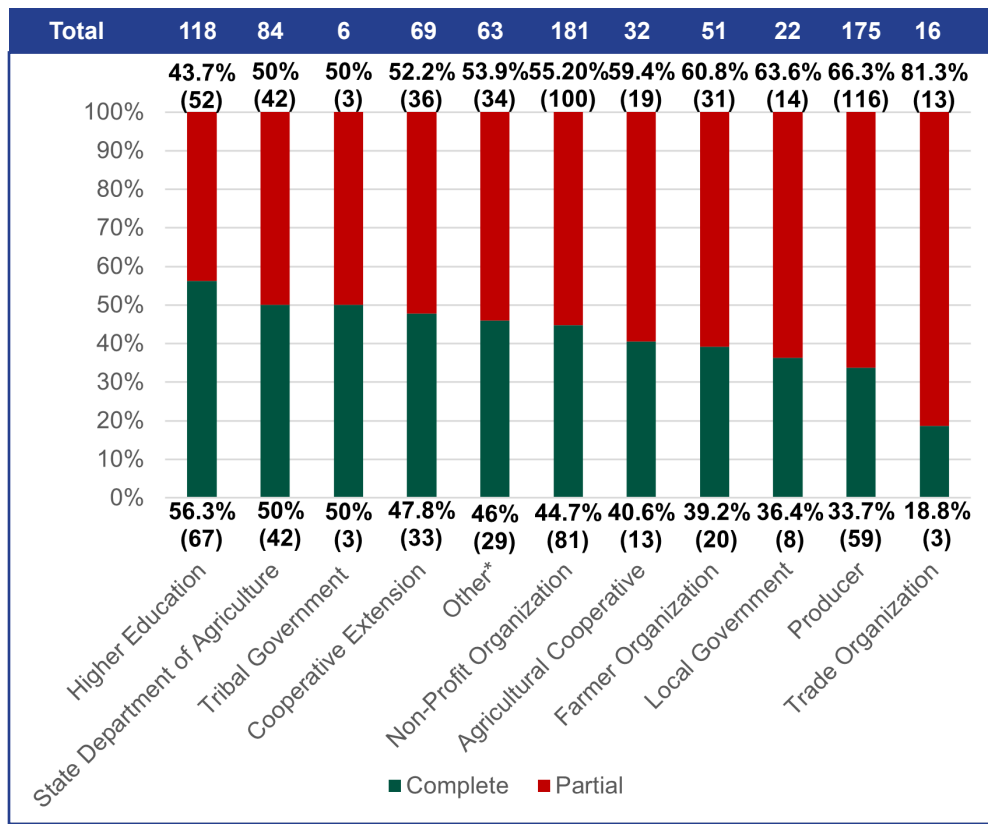


Figure 10: Survey Completion by Respondent Type

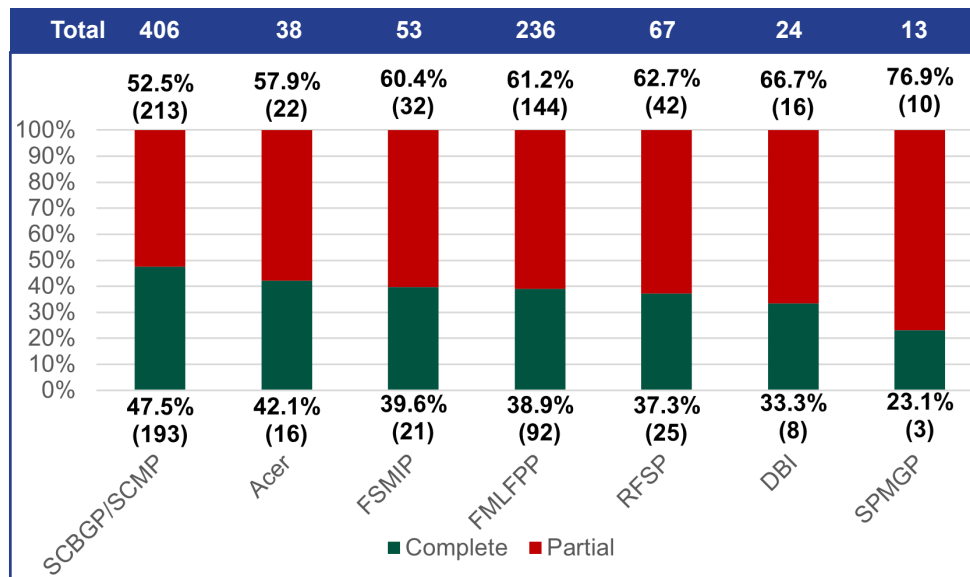


Figure 11: Survey Completion by Grant Program

Survey Results

Figures 12-13 summarize results from the Grant Thornton survey, including a high-level overview of Likert scale agree/disagree responses, top themes discerned from written responses, and example key written responses. Themes and subthemes were built with insight provided from the NASDA Foundation provided

themes collected previously. Grant Thornton added additional subthemes and themes to enable specific insight and alignment with recommendations. For example, if a qualitative statement indicated that data is difficult to collect, the team attempted to identify the reason for why the data is challenging.

Only the agree/disagree questions that received a large majority of agreement or disagreement by respondents are included in the tables. Top three themes were discerned by establishing counts of stakeholder comments that align with each theme. **Figure 12** below outlines theme and subtheme definitions, and **Figure 13** provides the list of agree/disagree questions that were asked for each outcome for SCBGP, FMLFFP, Acer and DBI grant programs. A More detailed breakdown of results can be found in **Appendix 6**.

Themes/Subthemes and Definitions

- **Additional Consideration:** New idea or factor impacting the industry, outcome, or indicator that should be considered. Examples include public acceptance, resources required to accomplish an outcome, realistic expectations of grant recipients, and the objectivity of the measure.
- **Change Outcome/Indicator:** Data required for outcome/indicator does not actually provide proof of meeting outcome/indicator.
 - **New Outcome/Indicator:** New outcome/indicator was identified to improve grant outcomes.
 - **Not Effective Outcome/Indicator:** Outcome/indicator does not effectively measure the goals or impact of program activities.
 - **Clarify Outcome/Indicator:** Outcome/indicator is unclear due to wording or other confusion.
 - **Not in Scope of Grant Program or Program Activities:** Outcome/indicator is not within scope of the grant or respondent's specific activities.
 - **Too Many Variables in Outcome/Indicator:** Outcome/indicator has too many variables, creating confusion or making it infeasible.
- **Difficult to Collect Data:** Data required for outcome/indicator is generally difficult to collect due to multiple factors, including but not limited to, limited state data available, difficulties tracking needed information, and hesitancy from partners to share necessary data
 - **Lack Data Collection Methods:** Data required for outcome/indicator is difficult to collect specifically due to lack of data collection methods
 - **Hard to Collect Data from Partners:** Data required for outcome/indicator is difficult to collect due to challenges collecting data from partners, independent producers, or other partner organizations.
 - **Difficult to Set Baselines:** Baseline data required for the outcome/indicator is nonexistent and/or difficult to establish.
- **External Factors Impact Outcomes:** External factors could be impacting the numbers collected for outcome/indicator. External factors could include weather, market fluctuation, and trade policy.
- **Data Reported is Inaccurate:** Data required for outcome/indicator is inaccurately reported from independent producers, sub-recipients, or other partners.
- **Grant Period Too Short:** Grant and/or program period is too short to realistically accomplish the outcome/indicator.
- **Good Outcome/Indicator:** Outcome/indicator should be maintained and there are no overarching challenges associated with meeting the requirement.
- **Incorporate Industry Knowledge:** Respondent reported appropriate industry knowledge to improve the outcome/indicator.
- **TA/Sample Materials:** Providing example materials would assist with achieving outcome, indicator, or grant program goals, such as proposed methods of outreach and data collection materials.

Figure 12: Grant Thornton Survey Theme and Sub-theme Definitions

Themes/Subthemes and Definitions

- It is easy for me to collect this indicator data
- Baseline data is available or easy to collect
- I understand this outcome
- I understand the indicators
- I can achieve these goals by the end of the grant period
- The outcome aligns with the activities and goals of the program(s)

Figure 13: Grant Thornton Survey Agree/Disagree Questions

Table 5 below summarizes survey results and feedback for the Specialty Crop Block Grant Program (SCBGP). More detailed breakdowns of results can be found in **Appendix 7**.

Outcome	Specialty Crop Block Grant Program													
	Additional consideration	Difficult to collect data			Change outcome/indicator			Data inaccurate	External factors	Grant period too short	Good outcome or indicator	Industry knowledge	TA / sample materials	
		Collection Methods	Hard to collect from partners	Hard to set baselines	New outcome or indicator	Not effective	Clarify	Not in scope	Too many variables					
1														
2														
3														
4*														
5														
6*														
7														
8														

Table 5: SCBGP Theme Summary

Outcome 1: To enhance the competitiveness of specialty crops through increased sales	
Agree/Disagree	It is easy for me to collect this indicator data: 83.9% Disagree Baseline data is available or easy to collect: 79.8% Disagree I understand this outcome: 93.0% Agree I understand the indicators: 90.6% Agree The outcome aligns with the activities and goals of the grant program: 76.2% Agree
Key Written Responses	“Many [farms] do not want to share specific numbers on sales or financials.” “While I understand why this information is needed, it is very hard to receive hard data on these numbers.” “...many things impact sales numbers which are not reflective of activities performed (primarily weather). That being said, I don’t know what else could be offered.”
Outcome 2: To enhance the competitiveness of specialty crops through increased consumption	
Agree/Disagree	I understand this outcome: 93.0% Agree I understand the indicators: 91.9% Agree I can achieve these goals by the end of the grant period: 78.2% Agree The outcome aligns with the activities and goals of the grant program: 86.3% Agree
Key Written Responses	“The indicators should be changed to allow for a [broader] definition of consumption (instead of just eating).” “...Baseline of this information can be difficult.” “Survey data is reasonably easy to collect.”

Outcome 3: To enhance the competitiveness of specialty crops through increased access and awareness	
Agree/Disagree	I understand this outcome: 91.1% Agree I understand the indicators: 87.2% Agree The outcome aligns with the activities and goals of the grant program: 83.8% Agree
Key Written Responses	"...we do not have baseline data." "These...are more survey based and national data based, so it is feasible to gather this data." "[Add] more emphasis on production/farmer-level outcomes/indicators."
Outcome 4: To enhance the competitiveness of specialty crops through greater capacity of sustainable practices of specialty crop production resulting in increased yield, reduced inputs, increased efficiency, increased economic return, and/or conservation of resources	
Agree/Disagree	I understand this outcome: 94.9% Agree I understand the indicators: 92.7% Agree The outcome aligns with the activities and goals of the grant program: 83.6% Agree
Key Written Responses	"Often adoption happens after a two-year grant cycle, as we share research results from our work with growers near the end of two years of field data. Other metrics would be types of best practices developed, number and list of outreach activities provided disseminating research results to growers, and the likelihood of growers to adopt these practices in the future." "There are impediments such as producers' unwillingness to share their data that can limit our ability to successfully document these outcomes." "Because mainly we provide educational sessions and workshops, we do not have baseline data."
Outcome 5: To enhance the competitiveness of specialty crops through more sustainable, diverse, and resilient specialty crop systems	
Agree/Disagree	I understand this outcome: 92.0% Agree I understand the indicators: 87.2% Agree The outcome aligns with the activities and goals of the grant program: 81.5% Agree
Key Written Responses	"These outcomes need to be expanded to include measures appropriate for assessing innovations for controlling vertebrate pests of plants and innovations for detecting invasive plants/weeds. As written, they are very focused on insect and microbial pests." "This objective is easy to collect baseline data and track outcomes... simply by those who participated in training." "indicators for crops with a plant-to-harvest time of a year under multi-state one-year programs may not see farmer adoption and would not see increased yields or revenues until year 2 or 3, after project closure. The number of farmers reached and educated may be a better indicator for one-year programs."
Outcome 6: To enhance the competitiveness of specialty crops through increasing the number of viable technologies to improve food safety	
Agree/Disagree	I understand this outcome: 92.5% Agree I understand the indicators: 94.3% Agree The outcome aligns with the activities and goals of the grant program: 84.6% Agree
Key Written Responses	"The outcome should be renamed to encompass more than technologies to improve food safety. Successful education and adoption of any strategy which mitigates food safety risks would be beneficial." "Lots of good work on food safety is happening on the ground that is not being captured through this list of indicators." "This is an important and often used outcome in a number of projects."

Outcome 7: To enhance the competitiveness of specialty crops through increased understanding of threats to food safety from microbial and chemical sources

Agree/Disagree	<p>It is easy for me to collect this indicator data: 83.3% Agree Baseline data is available or easy to collect: 78.6% Agree I understand this outcome: 89.1% Agree I understand the indicators: 87.0% Agree The outcome aligns with the activities and goals of the grant program: 87.8% Agree</p>
Key Written Responses	<p>“Indicators should include farmers with a food safety plan, but not GAP certification. The primary goal is to increase food safety practices/procedures on ALL farms, only some need to get GAP certified.”</p> <p>“The lack of market demand for food safety certifications for much of the small to mid-size direct to consumer farms makes metrics around GAP certification not very meaningful. Adoption of food safety risk mitigation practices would be more beneficial.”</p> <p>“From an evaluation standpoint, it is apparent that these are good indicators that could be evaluated if needed.”</p>

Outcome 8: To enhance the competitiveness of specialty crops through enhancing or improving the economy as a result of specialty crop development

Agree/Disagree	<p>I understand this outcome: 85.5% Agree I understand the indicators: 85.3% Agree The outcome aligns with the activities and goals of the grant program: 74.2% Agree</p>
Themes	<ol style="list-style-type: none"> 1. Difficult to Collect Data (Sub-theme: Hard to Collect Data from Partners) 2. Grant Period Too Short 3. Change Outcome/Indicator (Sub-theme: New Outcome/Indicator)
Key Written Responses	<p>“Anything requiring project beneficiaries, not actual awardees, to report financial or even business-related data...is difficult for sub-awardees to obtain...Other benchmarks need to be developed that are more attainable for awardees.”</p> <p>“Our state has very little baseline data on these indicators and much of what is available is aggregated. Ag Census data is self-reported and typically only the mainstream commercial growers tend to file. The Ag Census misses hundreds of small growers (under 10ac) in our state.”</p> <p>“The term “career” implies a time period that far exceeds the project period.”</p>

Table 6 below summarizes survey results and feedback for the Farmers Market and Local Food Promotion Program (FMLFPP). More detailed breakdowns of results can be found in **Appendix 7**.

Farmers Market and Local Food Promotion Program														
Outcome	Additional consideration	Difficult to collect data			Change outcome/indicator				Data inaccurate	external factors	Grant period too short	Good outcome or indicator	Industry knowledge	TA / sample materials
		Collection Methods	Hard to collect from partners	Hard to set baselines	New outcome or indicator	Not effective	Clarify	Not in scope						
1														
2														
3*														
4														
5*														
6														

Table 6: FMLFPP Theme Summary

Outcome 1: To increase consumption of and access to locally and regionally produced agricultural products	
Agree/Disagree	<p>I understand this outcome 89.5% agree</p> <p>I understand the indicators 81.5% agree</p> <p>I can achieve these goals by the end of the grant period 76.2% agree</p> <p>The outcome aligns with the activities and goals of the program(s) 90.4% agree</p>
Themes	<p>1. Change Outcome/Indicator (Sub-theme: Clarify Outcome/Indicator)</p> <p>2. Change Outcome/Indicator (Sub-theme: Not Effective Outcome/Indicator)</p> <p>3. Difficult to Collect Data (Sub-theme: Difficult to Set Baselines)</p>
Key Written Responses	<p>“You can collect this data but it does take a lot of time and finding a baseline is not available or easy to collect. It takes up a large majority of time.”</p> <p>“Combining indicators for consumer-facing projects with producer-focused projects can be confusing for both applicants and reviewers, especially when a project has components that serve both audiences.”</p> <p>“This outcome/indicator metric is really trying to assess different things by including both buyers and sellers of local foods. It would make sense to split consumers (those “buying”) local foods into a category/metric separate from food producers.”</p>
Outcome 2: To increase customers and sales of local and regional agricultural products	
Agree/Disagree	<p>I understand this outcome 91.9% agree</p> <p>I understand the indicators 90.2% agree</p> <p>I can achieve these goals by the end of the grant period 77.6% agree</p> <p>The outcome aligns with the activities and goals of the program(s) 95.2% agree</p>
Themes	<p>1. Difficult to Collect Data (Sub-theme: Hard to Collect Data from Partners)</p> <p>2. Change Outcome/Indicator (Sub-theme: New Outcome/Indicator)</p> <p>3. Good Outcome/Indicator</p>
Key Written Responses	<p>“It’s not easy because of grower attitudes, but the information gathered is a necessary metric of effectiveness of the grant program.”</p> <p>“Measuring customer counts is easier as partners/beneficiaries are more willing to share this information but it can still be really hard if you aren’t the entity actually doing the sales.”</p> <p>“In my experience these are very straightforward, and we have been collecting these for many years. I know it can be difficult for projects that haven’t been collecting this information to implement it but there are some great resources out there (like visitor count protocols from the Farmers Market Coalition).”</p>

Outcome 3: To develop new market opportunities for farm and ranch operations serving local markets	
Agree/Disagree	<p>I understand this outcome 90.2% agree</p> <p>I understand the indicators 88.0% agree</p> <p>I can achieve these goals by the end of the grant period 79.5% agree</p> <p>The outcome aligns with the activities and goals of the program(s) 89.1% agree</p>
Themes	<p>1. Change Outcome/Indicator (Sub-theme: New Outcome/Indicator)</p> <p>2. Change Outcome/Indicator (Sub-theme: Not Effective Outcome/Indicator)</p> <p>3. (Tie) Change Outcome/Indicator (Sub-theme: Clarify Outcome/Indicator)</p> <p>3. (Tie) Change Outcome/Indicator (Sub-theme: Not in Scope of Grant Program or Program Activities)</p> <p>3. (Tie) Difficult to Collect Data (Sub-theme: Hard to Collect Data from Partners)</p> <p>3. (Tie) Additional Consideration</p>
Key Written Responses	<p>“There is just so much variation here that it is hard to know what is “good” for a particular recipient. For example, 1 CSA program can be tiny, or huge, so a “1” in that item doesn’t necessarily mean much. This is a weird grouping of items so perhaps think about separating out the enterprise related items from the jobs/careers related items?”</p> <p>“So many direct-to-consumer markets are just barely getting by, so it would be great if there was more available to support those markets to get them to places of greater stability, or to support direct-to-consumer markets in places that wouldn’t otherwise be financially viable.”</p> <p>“I think that the USDA should use a small number of consistent indicators to measure the outcomes of technical assistance/educational programs:1) % that learned something new; 2) % that will be doing something different (e.g. start farming, use different farming or sales methods, etc.).”</p>
Outcome 4: to improve the food safety of locally and regionally produced agricultural products	
Agree/Disagree	<p>It is easy for me to collect this indicator data 82.9% agree</p> <p>Baseline data is available or easy to collect 74.4% agree</p> <p>I understand this outcome 95.2% agree</p> <p>I understand the indicators 95.1% agree</p> <p>I can achieve these goals by the end of the grant period 86.5% agree</p> <p>The outcome aligns with the activities and goals of the program(s) 92.5% agree</p>
Themes	<p>1. Change Outcome/Indicator (Sub-theme: New Outcome/Indicator)</p> <p>2. Additional Consideration</p> <p>3. Change Outcome/Indicator (Sub-theme: Not Effective Outcome/Indicator)</p>
Key Written Responses	<p>“GAP certification should not be the only indicator. ALL farmers need a food safety plan, regardless of or whether or not they need third-party verification.”</p> <p>“Somewhat irrelevant to the scope of work, but anyone processing local food should learn basics of food safety.”</p> <p>“This outcome is fairly straightforward for programs that are training or supporting growers and other entities in gaining food safety knowledge and certification, and a well-done survey of participants can capture increases in knowledge and skill.”</p>
Outcome 5: To establish or expand a local and regional food business enterprise	
Agree/Disagree	<p>I understand this outcome 85.7%</p> <p>I understand the indicators 77.5%</p> <p>The outcome aligns with the activities and goals of the program(s) 87.2%</p>
Themes	<p>1. Change Outcome/Indicator (Sub-theme: Clarify Outcome/Indicator)</p> <p>2. (Tie) Change Outcome/Indicator (Sub-theme: Not Effective Outcome/Indicator)</p> <p>2. (Tie) Change outcome/Indicator (Sub-theme: Not in Scope of Grant Program or Program Activities)</p> <p>2. (Tie) Good Outcome/Indicator</p> <p>3. Additional Consideration</p>

Outcome 5: To establish or expand a local and regional food business enterprise

Key Written Responses	<p>“I remember that this was one of the outcomes that applied more to planning grants. Because our planning grant was focused on helping multiple supply chain businesses, it would have been helpful to have an indicator more like “number of food businesses engaged in planning process.”</p> <p>“Having the option to individually list the metrics requested in item 5.a. (Number of unmet consumer needs, barriers to local foods, unserved populations, etc.) might allow for more accuracy in outcome reporting, since many projects address a number of these items.”</p> <p>“This is typically only for LFPP planning grants, needs to be clear who is expected to respond to this. 5a and b ask the same thing, which nobody knows how to accurately respond to. [...] Since the metrics are outcomes of the grant project, it’s inappropriate to ask about fundraising when it’s prohibited. Use industry terms, feasibility analysis, economic impact, comprehensive business plan, etc. What is the actual point of this outcome? Once decided, create meaningful metrics to capture.”</p>
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Outcome 6: All applicants must identify at least one additional outcome and indicator based on relevant project activities not covered above

Agree/Disagree	There were no formal Likert-style questions for Outcome 6, given that recipients create a wide array of measures depending on project type and goals. Instead, respondents were provided an open text response option.
Themes	<ol style="list-style-type: none"> 1. Good Outcome/Indicator 2. (Tie) Change outcome/indicator (Sub-theme: Clarify Outcome/Indicator) 2. (Tie) Additional Consideration 2. (Tie) TA/Sample Materials
Key Written Responses	<p>“Could tailor the outcome to our scope of work and track the indicators that were most reflective of our success.”</p> <p>“This is good. There is a general lack of understanding among applicants as to what an appropriate outcome is and how to establish your process to measure. This grant also needs better explanation of how many outcomes each applicant should choose to measure. Most of the applicants think they must measure ALL of these. PLEASE provide better explanation of how many “should” be chosen and more examples of what this should look like in a fundable application. This is the biggest downfall in this grant program!”</p> <p>“I like this option so that it can be customized to the specifics of the proposed program.”</p>

Table 7 below summarizes survey results and feedback for Acer Access and Development Program (Acer). More detailed breakdowns of results can be found in **Appendix 7**.

Acer Access and Development Program																
Outcome	Addition al Consideration	Difficult to Collect Data			Change outcome/ indicator					Data inaccurate	External factors	Grant Period Too Short	Good outcome or indicator	Industry knowledge	TA / sample materials	
		Collection Methods	Hard to collect from partners	Hard to set baselines	New outcome or indicator	Not effective	Clarify	Not in scope	Too many variables							
1	Green				Green											
2*		Green	Green				Green	Green				Green				
3	Green					Green							Green			
4*				Green	Green		Green		Green			Green				

Table 7: Acer Theme Summary

Outcome 1: To increase consumption of and access to maple syrup and maple-sap products	
Agree/Disagree	I understand this outcome: 87.5% Agree I understand the indicators: 100% Agree I can achieve these goals by the end of the grant period: 85.7% Agree The outcome aligns with the activities and goals of the grant program: 100% Agree
Themes	1. (Tie) Change Outcome/Indicator (Sub-theme: New Outcome/Indicator) 1. (Tie) Change Outcome/Indicator (Sub-theme: Too Many Variables in Outcome/Indicator) 1. (Tie) Additional Consideration
Key Written Responses	"[Indicator] 1b contains too many variables—each should be separate for quality data." "There should be a higher emphasis on the skills acquired and new technologies that the beneficiary got exposed to."
Outcome 2: To increase sales of maple syrup or maple-sap products	
Agree/Disagree	I understand this outcome: 88.9% Agree I understand the indicators: 88.9% Agree The outcome aligns with the activities and goals of the grant program: 77.8% Agree
Themes	1. (Tie) Change Outcome/Indicator (Sub-theme: Clarify Outcome/Indicator) 1. (Tie) Change Outcome/Indicator (Sub-theme: Not in Scope of Grant Program or Program Activities) 1. (Tie) Difficult to Collect Data (Sub-theme: Lack Data Collection Methods) 1. (Tie) Difficult to Collect Data (Sub-theme: Hard to Collect Data from Partners) 1. (Tie) Grant Period Too Short
Key Written Responses	"This can be extremely difficult for the awardee to measure since often they are working on behalf of those who would sell but have no sales themselves and no viable means to collect the sales data from project beneficiaries." "Not able to collect consumer data within three years as most education is to producers to help them. Not directly marketing maple products." "As stated previously, marketing and promotion are different--similar, but different."
Outcome 3: To develop new market opportunities for producers or processors of maple syrup or maple-sap products	
Agree/Disagree	I understand this outcome: 71.4% Agree I understand the indicators: 71.4% Agree The outcome aligns with the activities and goals of the grant program: 87.5% Agree
Themes	1. Good Outcome/Indicator 2. (Tie) Additional Consideration 2. (Tie) Change Outcome/Indicator (Sub-theme: Not Effective Outcome/Indicator)
Key Written Responses	"This can be easier to measure. As a past Acer reviewer, I feel recipients are typically more skilled in measuring these types of outcomes." "Most of these marketing areas are not new areas. Most producers are already utilizing them."
Outcome 4: To increase the sustainable practices of maple syrup production resulting in increased yield, reduced inputs, increased efficiency, increased economic return, and/or conservation of resources	
Agree/Disagree	I understand this outcome: 77.8% Agree The outcome aligns with the activities and goals of the grant program: 88.9% Agree
Themes	1. (Tie) Change Outcome/Indicator (Sub-theme: New Outcome/Indicator) 1. (Tie) Grant Period Too Short 2. (Tie) Change Outcome/Indicator (Sub-theme: Clarify Outcome/Indicator) 2. (Tie) Change Outcome/Indicator (Sub-theme: Too Many Variables in Outcome/Indicator) 2. (Tie) Difficult to Collect Data (Sub-theme: Difficult to Set Baselines)

Outcome 4: To increase the sustainable practices of maple syrup production resulting in increased yield, reduced inputs, increased efficiency, increased economic return, and/or conservation of resources

Key Written Responses	<p>“Outcome is great, but the indicators are more related to field crop operations, not forest operations. Should include yield of syrup per tap.”</p> <p>“It would be good to have an indicator [that] precedes “adoption of best practices”. We expect that we will “educate, inform” etc... [many] beneficiaries. We might also facilitate “plan to adopt”... But the actual adoption of best practices will not necessarily fall within the project period.”</p> <p>“Too many variable[s], [indicators should] measure 1 thing at a time. Not sure baselines are there for dollars and costs per acre—[especially] for maple production—more so in smaller scale operations.”</p>
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Table 8 below summarizes survey results and feedback for Dairy Business Innovation Initiatives (DBI). More detailed breakdowns of results can be found in **Discovery Results Appendix**.

Dairy Business Innovation Initiatives																
Outcome	Additional consideration	Difficult to collect data			Change outcome/indicator					Data inaccurate	External factors	Grant period too short	Good outcome or indicator	Industry knowledge	TA / sample materials	
		Collection Methods	Hard to collect from partners	Hard to set baselines	New outcome or indicator	Not effective	Clarify	Not in scope	Too many variables							
1																
2																
3																

Table 8: DBI Theme Summary

Outcome 1: To increase consumption of and access to dairy products	
Agree/Disagree	<p>It is easy for me to collect this indicator data 75.0%</p> <p>Baseline data is available or easy to collect 75.0%</p> <p>I understand this outcome 100%</p> <p>I understand the indicators 100%</p> <p>The outcome aligns with the activities and goals of the program(s) 100%</p>
Themes	<p>1. (Tie) Change Outcome/Indicator (Sub-theme: Clarify Outcome/Indicator)</p> <p>2. (Tie) Change Outcome/Indicator (Sub-theme: Too Many Variables in Outcome/Indicator)</p>
Key Written Responses	<p>“1 b has too many variables to count and the data will be disparate 1c needs to be 3 measures-knowledge is one; access a second, and produce a third.”</p>
Outcome 2: To increase sales of dairy products	
Agree/Disagree	<p>I understand this outcome 100%</p> <p>I understand the indicators 100%</p> <p>I can achieve these goals by the end of the grant period 75.0%</p> <p>The outcome aligns with the activities and goals of the program(s) 100%</p>
Themes	<p>1. (Tie) Change Outcome/Indicator (Sub-theme: Clarify Outcome/Indicator)</p> <p>1. (Tie) Change Outcome/Indicator (Sub-theme: Not Effective Outcome/Indicator)</p> <p>1. (Tie) Additional Consideration</p>
Key Written Responses	<p>“Production increases do not always translate into revenue gains. Be specific about sales measure (revenue or pounds/gallons etc.)”</p> <p>“Marketing and promotion are 2 diff things--and are achieved in different, though similar ways.”</p>

Outcome 3: To Develop New Market Opportunities for Producers or Processors of Dairy Products.	
Agree/Disagree	Baseline data is available or easy to collect 66.7% agree I understand this outcome 66.7% agree I understand the indicators 66.7% agree I can achieve these goals by the end of the grant period 66.7% agree The outcome aligns with the activities and goals of the program(s) 66.7% agree
Themes	1. (Tie) Change Outcome/Indicator (Sub-theme: Clarify Outcome/Indicator) 2. (Tie) Change Outcome/Indicator (Sub-theme: Not in Scope of Grant Program or Program Activities)
Key Written Responses	“Comments about roadside stands, farmers markets already made; wholesale ticket --what is that? what grocery store doesn't already sell dairy products? what are dairy activities? 3 g in this climate isn't very likely; 3 i is that value added or raw product? jobs & careers maintained/created doesn't have a direct tie to program--there's a ton of variables to that.”

Table 9 below summarizes survey results and feedback for RFSP. Only written comments were requested for this grant program. More detailed breakdowns of results can be found in **Appendix 7**.

RFSP	
Themes	1. Change Outcome/Indicator (Sub-theme: New Outcome/Indicator) 2. Additional Consideration
Key Written Responses	“Promote use of local food versus imported food.” “[Suggested:] 1. Percent contribution of recipient and public/private resource partner. 2. Time period of commitment by public/private resource partner. 3. Enhancement of regional food system distribution as a result of the program. 4. Reduction in transportation footprint as a result of supplying locally sourced foods as replacement for foods grown outside of the region.” “[Suggested:] Number of new partnerships or collaborations developed, dollar value of leveraged resources, number of barriers addressed, or gaps filled through partnerships, number of stakeholders engaged.”

Table 10 below summarizes survey results and feedback for FSMIP. Only written comments were requested for this grant program, and more written responses were included to demonstrate feedback more broadly. More detailed breakdowns of results can be found in **Appendix 7**.

FSMIP	
Themes	1. Change Outcome/Indicator (Sub-theme: New Outcome/Indicator) 2. Additional Consideration 3. (Tie) TA/Sample Materials 3. (Tie) Good Outcome/Indicator
Key Written Responses	“I like how flexible this program is to allow us to explore a wide range of applied research and market intelligence to support various industry sectors.” “As a state-wide grant manager of SCBGP, SCMP, and several state grants...I do believe having examples of measurable outcomes and indicators is a good idea...I think you should give some general options with examples of what completed outcome sections, including explanations of how to measure.” “[Suggested:] 1. Number of Transportation and Distributors contacted 2. Successful opportunities identified 3. Dollar increase over previous 4. Barriers overcome 5. New Market opportunities identified” “Marketing outcomes are difficult to quantify, and especially within the short-term duration of the grant. This section should be divided into two parts: (a) short -term outcomes and (b) expected/estimated long-term outcomes...[also] please provide an option for the recipients to provide Letters of Commitment OR Letters of Support.” “[Suggested:] [1.] Number of farmers, ranchers, agribusinesses persons and stakeholders which increase the knowledge to access profitable markets [2] Number of farmers, ranchers, and agribusiness persons which accessed profitable markets as result of the implementation of the acquired knowledge.” ⁶

⁵ Because FSMIP does not have established outcome measures that allow for agree/disagree feedback, respondents were given the option of providing open-text responses. Those responses which the team felt merited consideration have been included.

⁶ There were no relevant pieces of written feedback for SPMGP. Only written comments were requested for this grant program.

As-is Logic Models

In order to identify logical gaps and opportunities for improvement within the current performance measures Grant Thornton developed “as-is” logic models for each program. As depicted in the example in **Figure 14**, these logic models map the current progression from inputs to activities to outputs, and ultimately the short and long-term outcomes for each program’s current performance measures. Full logic models depicting the current performance measures for each AMS grant program evaluated can be viewed in **Appendix 8**.



Figure 14: Logic Model Structure

Developing as-is logic models for each grant program yielded a series of key inferences, namely that the current performance measures fail to adequately capture upstream outputs and startup activities that contribute to short-, medium-, and long-term indicators of grant success. In addition, it became evident that the current indicators disproportionately captured long-term project impacts which, in many cases, were unrealistic for the three-year PoP of AMS’s grant programs. Finally, as-is logic models aided in identifying outcomes which ineffectively combined unrelated indicators or otherwise lacked a tight internal logic, highlighting opportunities for improvement.

Drafting the as-is logic models provided a baseline from which Grant Thornton could engage stakeholders through surveys, focus groups, and targeted interviews to identify key themes and issues preventing thorough evaluation of individual recipient and overall program impact. These key themes, outlined below, guided the creation of recommended logic models that: 1) encompass recipient and subrecipient activities from project planning to project completion, 2) promote all activities justified under each program, and 3) better align activities, outputs, and indicators with the grant PoP and cross-program reporting requirements.

Revision Methods and Approach

Grant Thornton’s evaluation process incorporated the results from all discovery methods to inform the development of as-is logic models, the identification of priority areas for improvement, and the team’s development of preliminary recommendations. After grounding recommendations in these discovery methods, the team undertook the robust revision process, depicted in **Figure 15**, to validate and verify the recommended measures. The iterative and ongoing process entailed refining recommendations through a continuous cycle of stakeholder feedback – comprised of a series of focus groups and internal reviews with AMS staff – and subsequent revisions. Throughout the process, the Grant Thornton team developed multiple draft versions of recommended logic models based on feedback and ultimately a set of comprehensive outcome narratives to further aid AMS in implementing the recommended indicators.

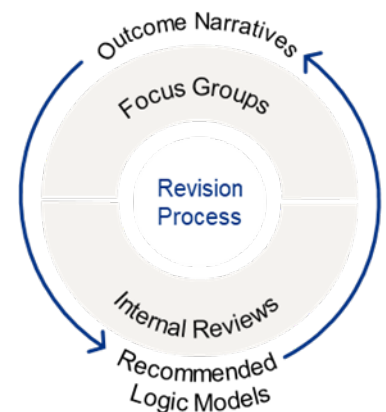


Figure 15: Revision Process Overview

Recommended Logic Models

Grant Thornton leveraged information and data highlighted above through the team’s discovery process to inform the development of recommended logic models. While the process of developing these models was analogous to those taken to develop the as-is logic models, recommended logic models differ fundamentally from the as-is models by depicting a *future* state for each grant program. Functionally, leveraging recommended logic models as the basis for constructing recommended outcomes and indicators had multiple benefits. First, it required the team to adhere to a tight, formal logic that flowed from activities and inputs through short-, medium-, and long-term indicators. Given the over-arching objective of streamlining outcomes that focus more tightly around topic areas, program goals, and state objectives, recommended logic

models imposed a beneficial structure to the recommendation process. In addition, creating recommended logic models helpfully distill a distinct position in the value chain for each recommended activity, output, and indicator in the model. In contrast with the current performance measures, which had unspecified time frames for completion, the recommended indicators feature more specific designations of short-term and longer-term consistent with the value chains established for each outcome. Grant Thornton's recommendations are grounded in the recommended logic models developed at this step. Full recommended logic models can be viewed in **Appendix 9**.

Outcome Narratives

Grant Thornton created a set of Outcome Narratives to assist AMS with understanding justification and support for adding or modifying previous indicators, and to provide guidance supporting implementation and reporting. While the Outcome Narratives contain some of the same features as the recommended logic models, their primary function is to provide additional insights and guidance aimed to support recommendation justification and recipients' or subrecipients' ability to report on recommended indicators. Intended to be read left-to-right, each Outcome Narrative is broken down to an indicator level and depicts the respective outputs intended to flow into each recommended indicator. A unique component of the associated Outcome Narratives is a justification column, in which the intuition behind each revision and associated supporting evidence from the discovery and revision processes are recorded.

The Outcome Narratives also showcase the position of each recommended indicator in the value chain, which supports expectation-setting in reporting and conveys the relationships between indicators, in cases where natural progressions have been built in (e.g., SCBGP indicators 1.1 and 1.2). In addition, the Outcome Narratives contain recommendations for standardized data collection and other best practices which are critical to successful implementation and reporting. Finally, each Outcome Narrative clarifies if there is overlap between the current performance measures and Grant Thornton's recommendations. The full Outcome Narratives are available as a supplement to this document.

Focus Groups

Grant Thornton facilitated multiple rounds of focus groups to elicit initial feedback from stakeholders around a preliminary set of draft performance measures. Participants were selected in conjunction with AMS personnel. To compensate for knowledge gaps and incorporate industry expertise, the Grant Thornton team first facilitated a series of preliminary focus groups attendant to specific topic areas (e.g., marketing, research, food safety, etc.) which had relevance across AMS's grant program portfolio. Main themes from topic-specific focus groups are captured in **Table 11**. Subsequent to these topic-specific focus groups, Grant Thornton incorporated feedback and made further revisions to recommended performance measures. After doing so, the team facilitated a second set of program-specific focus groups to solicit further stakeholder feedback. Main themes from feedback Grant Thornton received throughout the program-specific focus groups are further enumerated in **Table 12**:

Table 11: Topic-Specific Focus Group Main Themes

Topic Area	Focus Group Key Findings
Marketing	<p>Main Themes:</p> <ol style="list-style-type: none"> 1. Indicators only focus on buyers, expand to include distributors 2. Incorporate market channel availability and separate out year-round vs. seasonal availability 3. Delineating children and adults (e.g., SCBGP O1) is only sometimes appropriate, sub-indicators should connect directly to program goals 4. Perception that consumption outcomes focused on in-home consumption, when they could be broadened to include culinary professionals and other stakeholders 5. There could be a larger emphasis on maintaining market access by focusing on infrastructural improvements, procurement, etc. (SCBGP O2) 6. Engaging with underserved populations should be emphasized more
Research	<p>Main Themes:</p> <ol style="list-style-type: none"> 7. Consider how the data AMS is collecting can be used by researchers to further progress of agriculture industries 8. Consider the impact of seasonality on recipients' ability to establish a business plan within a three-year grant period 9. Technical assistance: consider providing recipients with examples of pre-post surveys and/or worksheets with example survey questions, as not every recipient knows how to build a strong survey 10. Clarifying terminology by providing definitions (e.g., "distribution systems," "new specialty crops," economic studies" would be helpful)
Food Safety	<p>Main Themes:</p> <ol style="list-style-type: none"> 11. Some measures would be hard to implement in three-year grant period (e.g., implementing food safety plans can take a considerable amount of time) – consider measuring intention to implement as an appropriate measure within the period 12. Farmers are reluctant to share food violations/issues. Instead, consider changing this to report assessments of food safety risks and how stakeholders attempted to mitigate them 13. Food safety plans and certifications are usually established separately, and some recipients may not focus on both
Sustainability	<p>Main Themes:</p> <ol style="list-style-type: none"> 14. Ensure indicators do not just capture access to products, rather, also focus on sustaining access to products for different stakeholders 15. Some environmental indicators are not applicable across industries (e.g., pesticides are not widely used in the maple industry) 16. Rather than just reporting on the "number of" technologies developed, expand to report on the economic return from investing in a new technology, or the number of stakeholders who adopted a new technology 17. Developing best practices can take years - consider expanding to include/encourage adoption of already identified best practices

Table 12: Program Specific Focus Group Main Themes

Program	Focus Group Key Findings:
SCBGP	<ul style="list-style-type: none"> • Developing and implementing best practices can take years - consider expanding to include intermediary steps such as research, identification, knowledge gain, and intention to adopt. Indicators should also encourage adoption of already identified best practices. • Farmers are reluctant to share information on food safety violations. Instead, consider using indicators that report assessments of food safety risks and mitigation processes. • Indicators are primarily consumer focused. Consider expanding to include intermediary buyers in the food chain, such as distributors, etc. to measure impact on the mid-tier value chain. • Suggested to add indicators to broaden metrics that capture consumer activity, such as business transactions and customer counts. • Incorporate indicators for the maintenance/sustainability of food safety knowledge and certifications. • Consider how the data AMS is collecting can be used by researchers to further the progress of agriculture industries. • Consider providing recipients with examples of pre-post surveys and/or worksheets with example survey questions, as not every recipient knows how to build a strong survey. • Ensure recipients and subrecipients can report projects that went forward or were abandoned upon completion of analysis or feasibility study. • Stakeholders requested clarification and definitions for terms, where appropriate. • Stakeholders confirmed the list of sustainability metrics but recommended adding an indicator for energy conservation. • Stakeholders confirmed that measuring impact of outreach via social media and web trafficking is feasible; however, recipients and sub-recipients may need technical assistance to conduct these activities. Recipients and sub-recipients should also be encouraged to develop marketing plans. • Add indicators that emphasize the development and use of online distribution channels and services. This is especially relevant after COVID-19.
FMLFPP	<p>Main Themes:</p> <ul style="list-style-type: none"> • Early-stage outcomes (Outcome 1 and Outcome 2) were noted as comprehensive for successfully capturing planning and start-up work. • Add indicators that capture relationships with socially disadvantaged populations and encourage grant activities that cater to underserved population needs. • Allow recipients and subrecipients to report informal partnerships not formalized with contracts or MOUs. • Balance quality-driven outputs and indicators with quantity driven outputs and indicators (e.g., emphasize quality of marketing materials vs. just quantity). • Incorporate environmental sustainability indicators. • Stakeholders requested clarification and definitions for terms, where appropriate. • Ensure indicators encourage business viability. • Ensure recipients and subrecipients can report projects that went forward or were abandoned upon completion of analysis or feasibility study. • Requested technical assistance for conducting needs assessments, such as a list of recommendations, examples, or options. • Percent change or percent increase is an easier way to report sales than a dollar value.

Program	Focus Group Key Findings:
Acer	<p>Main Themes:</p> <ul style="list-style-type: none"> • Incorporate “wholesale markets” in list of outputs and indicators throughout • Define “producers” to include a range of maturity levels, from backyard producers and hobbyists to commercial-level producers • Suggested to include an indicator to capture the intermediary step of “intent” of private landowners entering the maple industry, which is more feasible to report on within the grant time period. • Production-focused indicators are more applicable to Acer grant projects. • “Taps” and “tap management practices” were indicated as more appropriate metrics that “acres” across all outcomes • Indicated it would be easier to report revenue if it was a binary yes or no questions or a percent change, rather than exact dollar values. • Suggested to add an indicator to encourage long-term access and sustainment of access to private land to support the longevity of the industry. <p>Balance quality-driven outputs and indicators with quantity driven outputs and indicators (e.g., emphasize quality management, impact of marketing materials vs. quantity).</p>
DBI	<p>Main Themes:</p> <ul style="list-style-type: none"> • Suggested to add indicators to encourage diversifying and maintaining existing partnerships. • Ensure recipients and subrecipients can report projects that went forward or were abandoned upon completion of analysis or feasibility study. • Add delivery points (distributors, exporters, distribution channels) to list of access points. <p>Activities related to increasing consumption are rarely, if ever pursued.</p>

Common Themes

In Figure 16, Grant Thornton identified the following themes, which were recurring across grant programs, throughout the discovery and revision process:

Common Themes
<ul style="list-style-type: none"> • Accurate sales and other financial data points are difficult for recipients and sub-recipients to solicit from growers and other partners • Indicators are not aligned with the PoP (e.g. early-stage indicators were missing, and many indicators required effort extending beyond the project period); • Recipients struggle with collecting data measuring behavior change in response to marketing and other outreach • Partnerships were not adequately accounted for in current performance measures, especially those including diverse partners across the supply chain • Researchers were provided insufficient opportunities to report on their activities • Financial sustainability is a priority for recipients across programs that is unaccounted for in the current performance measures

Figure 16: Common Themes Across Programs

Evaluation Framework

Recommended Metrics and Logic Models

Drafting the as-is logic models provided a baseline to identify key issues in AMS's approach to evaluation. The discovery methods identified numerous opportunities for improvement to better align indicators with program activities and goals; make sure that indicators are indicative of early, mid, and late-stage impact; and provide AMS with recommendations on how grant recipients can collect the required data. Readers should refer to the associated Outcome Narratives to review the recommended indicators, justification for inclusion, and any data collection recommendations. Recommended logic models in **Appendix 9** provide the structural outline for how indicators connect to activities, outputs (i.e. measures of activity), and outcome indicators (i.e. measure of impact). AMS staff should rely on recommendations outlined in both the outcome narratives and logic models to implement recommended indicators successfully.

AMS Learning Objectives

This section outlines the evaluation questions AMS can answer through ongoing collection and analysis of recommended indicator data. Answering these questions enables AMS to perform ongoing assessment and organizational improvement by understanding which aspects of data collection, reporting and tracking demonstrate successes or failures. Answers to these questions will help AMS determine priority areas for improvement and help AMS staff identify how to address these issues.

- Are AMS recipients developing effective educational and technical assistance materials that increase the production and consumption of specialty crops?
- Have grant programs created best practices that increase production of specialty crops?
- Can those best practices be replicated across other grant programs within and outside of AMS?
- What are the benefits of these best practices when implemented in other grants/programs?
- Have recipients increased the consumer knowledge base and has that led to an increase in the consumption of specialty crops?
- Do AMS grants effectively build new local and regional partnerships that increase the consumption and access to agricultural products?
- How many new market opportunities have been developed for producers? What are their effects on production, access, and sales?
- What is the percentage increase in sales/revenue for AMS grant recipients?
- Which grant programs have higher rates of success? What are these programs doing differently to achieve such success?
- Has the reporting of outputs and outcomes increased since implementation of the new grant evaluation process?
- What technical assistance has been provided to recipients? What has been successful and what needs to be improved?

Data Collection Considerations

The recommended data collection strategies assume that recipients/subrecipients will determine a valid proxy for number of people reached, and number of people who demonstrated behavior change based on their planned outreach/marketing activities. AMS must acknowledge that many outreach/marketing activities necessitate relying on estimates to determine reach, especially measuring reach & behavior change impact of on-air methods. This table provides some examples of proxies, however other methods may prove valid.

AMS must include review of proposed proxies and methods for estimation as a part of the grant application process. The application process for projects should assist recipients with identifying which knowledge and behavior gained indicators are relevant to their proposed activities and require applicants to identify what data they will use to report number of stakeholders reached and stakeholders who elicited the desired behavior change.

Estimating Number of People Reached:

In-Person Audience (e.g. Educational Workshops, Presentations, Conferences, etc.):

Recipients/subrecipients can estimate reach for in-person audiences by tracking attendees via sign-in sheets, digital registrations, RSVPs, completion of pre-event surveys, etc.

Digital Platforms (e.g. Social Media Sites, Websites, Blogs, etc.):

Recipients/subrecipients can estimate reach of digital platforms by tracking unique browser websites visits, subscribers, clicks, views, shares, reads, etc. This digital engagement can be analyzed via free web analytics tools such as Google Analytics and Facebook for Business. For outreach through online radio/TV/podcasts, Recipients/Subrecipients can track streams through websites and applications.

On-Air Methods (e.g. Radio, TV, etc.)

Recipients/subrecipients can estimate reach of on-air methods by relying on station/studio estimates of reach, and/or the average number of listeners/viewers the station has for the day and time the outreach airs. Audiences can be more selectively targeted according to geographic location and the station format (e.g., a pop radio station will target younger populations than a public radio station). Methods for increasing reach include advertising over longer periods of time and multiple times a day, using short-duration commercials, and using a variety of stations/methods. Recipients/subrecipients have the option to invest in media planning software tools that help estimate reach based on information such as advertising type, launch location, rating/popularity of radio/TV/newspaper, etc.

Print Methods (e.g., Newspaper, Magazine, Print ads, etc.):

Recipients/subrecipients can estimate reach of print methods by looking at the geographic coverage areas and associated populations, newspaper/magazine ratings/subscribers/average number of readers/etc. Other print methods, such as print ads and infographics, can be estimated through methods such as number of households receiving the outreach, Quick Response (QR) codes, average number of people exposed to the print ad location, or number of outreach handouts taken at a farmers market or other access point. Recipients/subrecipients have the option to invest in media planning software tools to help estimate based on information such as advertising type, launch location, rating/popularity of radio/TV/newspaper, etc.

Estimating Behavior Change:

The method employed to measure whether key stakeholders exemplified a desired behavior change will vary depending on the type of outreach/marketing activity and the intended impact of that activity. Examples of different strategies are outlined below. Note that recipients may need to estimate behavior change as a percentage of overall audience reached based on data collected via the methods below, or other data collection methods.

Surveys:

For in-person audiences, pre- and post- surveys should be conducted either during the in-person event or via email, phone, or other method after. Where most appropriate, such as for measuring consumption change and increased engagement with producers/access points, it is recommended recipients/subrecipients follow up with surveys after the event to allow time for respondents to engage in the behavior. In-person surveys can also be useful to census consumers at market access points, when feasible. Digital, on-air, or print outreach can direct audiences to unique website addresses, QR codes, phone numbers, etc. to track number of individuals gaining knowledge or acting on knowledge. Recipients/subrecipients can incentivize participation in surveys through promotions, coupons, discounts, etc. as appropriate and allowable.

Studies:

Recipients/subrecipients can measure the impact of their outreach method and message on all behavior change indicators through marketing studies. Study examples may include surveying test audiences, comparing sales, consumption, or other desired metric in the locations where the outreach campaign was launched vs. similar demographic locations where the outreach campaign was not launched, etc. Once the effect on behavior change has been measured, recipients/subrecipients can estimate impact based on a percentage of overall audience reached. AMS, the NASDA Foundation, or other institutions can alleviate some burden of conducting studies by validating estimated reach/impact of specific outreach/marketing methods. Recipients/subrecipients can then base their reporting on these estimates.

Measuring Digital Traffic:

Recipients/subrecipients can track clicks to an article/website and time spent reviewing the digital content of interest with the tracking methods outlined under the digital platforms section above. Recipients/subrecipients can track the number of viewers that stay on a website/article for the estimated article reading time to approximate engagement with specific content. Additionally, tracking clicks and traffic to online points of sale can provide insight into the relationship between digital content and impact on sales/consumption.

Transactions:

Outreach targeting consumption should direct consumers to online, phone, in-person, or other mediums where recipients/subrecipients can track transactions, number of conversions from shopper to buyer, average purchase amounts, number of orders added to online shopping carts, etc. The outreach can direct consumers using unique website addresses, phone numbers, QR codes, etc. that can only be attributed to the outreach method to estimate impact. Recipients/subrecipients can additionally compare consumption before and after an outreach campaign is launched to estimate efficacy. Sales receipt questionnaires can be used by recipients/subrecipients in brick and mortar stores to track consumers that engaged with the outreach method.

Returning Visitors:

Recipients/subrecipients can track returning online visitors to websites, social media posts, store locators (to estimate in-person visitors), or other online location promoted through the outreach via unique browser counts, as outlined under the digital platform section above. For in-person visitors, recipients/subrecipients can track visits to markets, farms, or other location through sign-in sheets, online registrations, etc. In-person tracking methods should ask how the visitor heard of the location to measure engagement with the outreach method. Recipients/subrecipients can also compare website traffic and in-person visits before and after an outreach campaign is launched to estimate impact.

Research Considerations

Promoting research is an integral goal of both Acer and SCBGP/SCMP and the downstream impacts of research completed are diffuse across programs. Stakeholder and GMS feedback indicated that true early stage investigative research was not captured in the previous framework. The recommended framework fixes this gap, and enhances AMS's ability to track all stages of research related activities, outputs and outcomes through **Outcome 6** in SCBGP/SCMP and **Outcome 4** in Acer. These outcomes provide opportunity for recipients who are conducting research but have not progressed to dissemination or implementation. These two outcome frameworks provide AMS with opportunity to track progress and results of research activities, and also draw connections between research and research-developed products that influence impact in other outcomes across the evaluation framework.

The recommended indicators outlined in the outcome narratives will enhance AMS's ability to track impact across the PoP for research projects. However, understanding the complete downstream impact of research activities requires long-term analysis that cannot be completed by AMS, recipients or subrecipients during the PoP. Metrics that represent the reach and impact of research, such as citation counts or counts of research-validated processes implemented, will only manifest downstream of project completion. Grant recipients may be able to report on some of these recommended metrics during the PoP, or report on impact of previous grant activities upon receipt and execution of a new grant that translates research into implementation. In most cases, AMS will have to track the longer-term impact of research products through a variety of recommended metrics listed in the outcome narratives. AMS staff or external evaluators should document the products of research (e.g. journal articles, online reports, new technologies, etc.) from recipient qualitative reports, and rely on the recommended data collection and relevant best practices outlined in the outcome narratives to understand how the products of AMS-supported research influence the community years following the conclusion of the grant.

Implementation Recommendations

Seamless implementation and adoption of recommended indicators requires consideration of several factors. This section outlines domains requiring additional attention and planning to promote efficient implementation.

Strategic Communications

To facilitate the implementation and adoption of recommended indicators, AMS should employ strategic communications to engage prospective applicants, current recipients, and other stakeholders. Messaging to announce the transition to new performance measures and a public comment period to allow feedback on recommended indicators should predate the implementation phase and help orient stakeholder expectations. Likewise, messaging should clearly detail and provide clear instructions on how stakeholders should participate in AMS programs given performance indicator changes. These strategic communications should be disseminated widely through AMS's standard communication channels, as well as through intermediary organizations, like State Departments of Agriculture, to ensure wide breadth of understanding.

Application Process & Technical Assistance

Grants applicants' ability to successfully navigate AMS's grant application process will require improved clarity and functionality to promote the ability for recipients to select indicators aligned with relevant activities. Feedback received from recipients throughout the process continually emphasized that there is often general confusion over which, and how many indicators are required. This issue remains critical since the new recommendations expand considerably upon the previous framework with new indicators and multiple sub-indicators. Recipients must understand the indicators are intended to be flexibly adopted only by recipients and subrecipients who are performing activities that align with specific indicators, and that recipients should select as many indicators as are aligned with their activities. AMS, NASDA Foundation, and/or the SDAs must help recipients understand this through strategic communications, technical assistance and training. Additionally, an enhanced application processes is required to guide recipients through the identification of appropriate indicators aligned with relevant activities. This supplement will assure consistent alignment of activities and indicators, and can capture preliminary data about application activities, appropriate indicators, and help recipients/subrecipients with data collection strategies prior to funding and project kickoff.

AMS's GMSs should also be able to articulate variation between the current performance measures and the recommended indicators. While some recommended indicators are closely associated with current performance measures, many of the recommendations are new additions. The outcome narratives provide alignment to assist with GMS understanding. Training on proper reporting and data collection methods will be a key role that GMSs will need to undertake during the implementation process.

Consistent definitions and terminology will likewise be important to facilitating uniform, consistent understanding of the recommended indicators. GMSs should leverage the definitions and guiding language in **Appendix 11** to ensure prospective applicants, recipients, intermediaries, and passthrough agencies interpret the recommended indicators consistently.

In addition to clearly defining the indicators and their entailed expectations, in cases where grant applicants or recipients require assistance developing surveys, business development and other related plans (e.g. strategic plans, management plans, etc.), GMSs should attempt to provide guidance or examples for reference. AMS should work to establish a repository of high-quality templates and materials recipients/subrecipients can use to create strategic plans, studies, surveys, and other kinds of tools. Doing so will both lessen recipient reporting burden and enhance the quality of reported data.

Data Systems

Currently AMS lacks internal data management systems that are crucial for collecting, maintaining, tracking, and reporting data. Success of these recommended indicators hinges on the ability for AMS to collect these data over a long period of time, compare project activities and communicate observed impact associated with these activities. AMS must invest in a system that enables staff to easily collect, track and report recommended indicators through a simple 'point-and-click' dashboard interface. The dashboard should interact seamlessly with an AMS-selected federal grant reporting system, such as GrantSolutions, so that all data collected from recipients is accessible to GMSs, AMS leadership, and external evaluators. An application with this functionality would interact with data collected during the application process to decrease the burden required to track and communicate data and improve AMS's ability to perform ongoing evaluation and comparison of impact across its programs.

Appendices

Appendix 1: Discovery Results

Themes not listed did not receive associated comments for that outcome

Table 1.1: SCBGP/SCMP NASDA Foundation Feedback Session Theme Heatmap

SCBGP/SCMP NASDA Foundation Feedback Outcome 1

Theme	Total
Clarify Outcome/Indicator	1
Difficult to Collect Data	22
Difficult to Select Outcome/Indicator	1
External Factors Impact Outcomes	3
Grant Period Too Short	1
Make Outcome/Indicator Optional	1
New Activity Needed	1
New Outcome/Indicator	8
Not Effective Outcome/Indicator	2

SCBGP/SCMP NASDA Foundation Feedback Outcome 2

Theme	Total
Clarify Outcome/Indicator	1
Difficult to Collect Data	3
Difficult to Select Outcome/Indicator	1
External Factors Impact Outcomes	1
Grant Period Too Short	1
New Outcome/Indicator	6
Not Effective Outcome/Indicator	1
Good Outcome/Indicator	1

SCBGP/SCMP NASDA Foundation Feedback Outcome 3

Theme	Total
Clarify Outcome/Indicator	2
Data Collected Doesn't Show Outcome/Indicator Success	1
Difficult to Collect Data	3
Difficult to Select Outcome/Indicator	1
External Factors Impact Outcomes	1
Grant Period Too Short	1
New Outcome/Indicator	7
Not Effective Outcome/Indicator	2
Too Many Variables in Indicator	1
Good Outcome/Indicator	1

SCBGP/SCMP NASDA Foundation Feedback Outcome 4

Theme	Total
Clarify Outcome/Indicator	4
Difficult to Collect Data	1
Difficult to Select Outcome/Indicator	1
External Factors Impact Outcomes	1
Grant Period Too Short	10
New Outcome/Indicator	10
Not Effective Outcome/Indicator	1
Separate Outcome for Scientific Trials and Marketing Projects	1
Good Outcome/Indicator	1

SCBGP/SCMP NASDA Foundation Feedback Outcome 5

Theme	Total
Clarify Outcome/Indicator	7
Collecting Too Much Data	1
Difficult to Collect Data	1
Difficult to Select Outcome/Indicator	1
External Factors Impact Outcomes	1
Grant Period Too Short	6
New Outcome/Indicator	9
Separate Outcome for Scientific Trials and Marketing Projects	1
Good Outcome/Indicator	2

SCBGP/SCMP NASDA Foundation Feedback Outcome 6

Theme	Total
Clarify Outcome/Indicator	4
Data Collected Doesn't Show Outcome/Indicator Success	2
Difficult to Select Outcome/Indicator	1
External Factors Impact Outcomes	1
Grant Period Too Short	2
New Outcome/Indicator	5
Good Outcome/Indicator	2

SCBGP/SCMP NASDA Foundation Feedback Outcome 7

Theme	Total
Clarify Outcome/Indicator	7
Data Collected Doesn't Show Outcome/Indicator Success	2
Difficult to Select Outcome/Indicator	1
External Factors Impact Outcomes	1
Grant Period Too Short	1
New Outcome/Indicator	6
Good Outcome/Indicator	1

SCBGP/SCMP NASDA Foundation Feedback Outcome 8

Theme	Total
Clarify Outcome/Indicator	5
Difficult to Collect Data	3
Difficult to Select Outcome/Indicator	1
External Factors Impact Outcomes	1
Grant Period Too Short	3
New Outcome/Indicator	6
Too Many Variables in Indicator	1
Good Outcome/Indicator	1

Table 1.2: FMLFPP NASDA Foundation Feedback Session Theme Heatmap

FMLFPP NASDA Foundation Feedback Outcome 1

Theme	Total
Clarify Outcome/Indicator	4
Difficult to Collect Data	7
New Outcome/Indicator	1
Good Outcome/Indicator	1

FMLFPP NASDA Foundation Feedback Outcome 2

Theme	Total
Difficult to Collect Data	5
External Factors Impact Outcomes	2
New Activity Needed	1
New Outcome/Indicator	5
Too Many Variables in Indicator	1
Good Outcome/Indicator	1

FMLFPP NASDA Foundation Feedback Outcome 3

Theme	Total
Clarify Outcome/Indicator	4
Difficult to Collect Data	6
External Factors Impact Outcomes	2
Grant Period Too Short	1
New Outcome/Indicator	6
Not Effective Outcome/Indicator	2
Urban/Rural Divide	1
Good Outcome/Indicator	1

FMLFPP NASDA Foundation Feedback Outcome 4

Theme	Total
Clarify Outcome/Indicator	1
Difficult to Collect Data	1
Not Effective Outcome/Indicator	3
Good Outcome/Indicator	1

FMLFPP NASDA Foundation Feedback Outcome 5

Theme	Total
Difficult to Collect Data	6
Grant Period Too Short	1
Too Many Variables in Indicator	1

FMLFPP NASDA Foundation Feedback Outcome 6

Theme	Total
Not Effective Outcome/Indicator	2
Good Outcome/Indicator	1

Table 1.3: Acer NASDA Foundation Feedback Session Theme Heatmap

Acer NASDA Foundation Feedback Outcome 1

Theme	Total
Not Effective Outcome/Indicator	1

Acer NASDA Foundation Feedback Outcome 2

Theme	Total
No Themes Attributed to Comments	-

Acer NASDA Foundation Feedback Outcome 3

Theme	Total
No Themes Attributed to Comments	-

Acer NASDA Foundation Feedback Outcome 4

Theme	Total
Clarify Outcome/Indicator	1

Table 1.4: DBI NASDA Foundation Feedback Session Theme Heatmap

DBI NASDA Foundation Feedback Outcome 1

Theme	Total
Clarify Outcome/Indicator	1
New Outcome/Indicator	4
Not Effective Outcome/Indicator	2
Good Outcome/Indicator	1

DBI NASDA Foundation Feedback Outcome 2

Theme	Total
Difficult to Collect Data	1
New Outcome/Indicator	3
Not Effective Outcome/Indicator	2
Good Outcome/Indicator	1

DBI NASDA Foundation Feedback Outcome 3

Theme	Total
Clarify Outcome/Indicator	2
New Outcome/Indicator	5
Not Effective Outcome/Indicator	2
Good Outcome/Indicator	1

Appendix 2: Grant Thornton Stakeholder Survey Respondents' Geographic Breakdown

Table 2.1: State-by-State Response Breakdown (295 Total Responses)

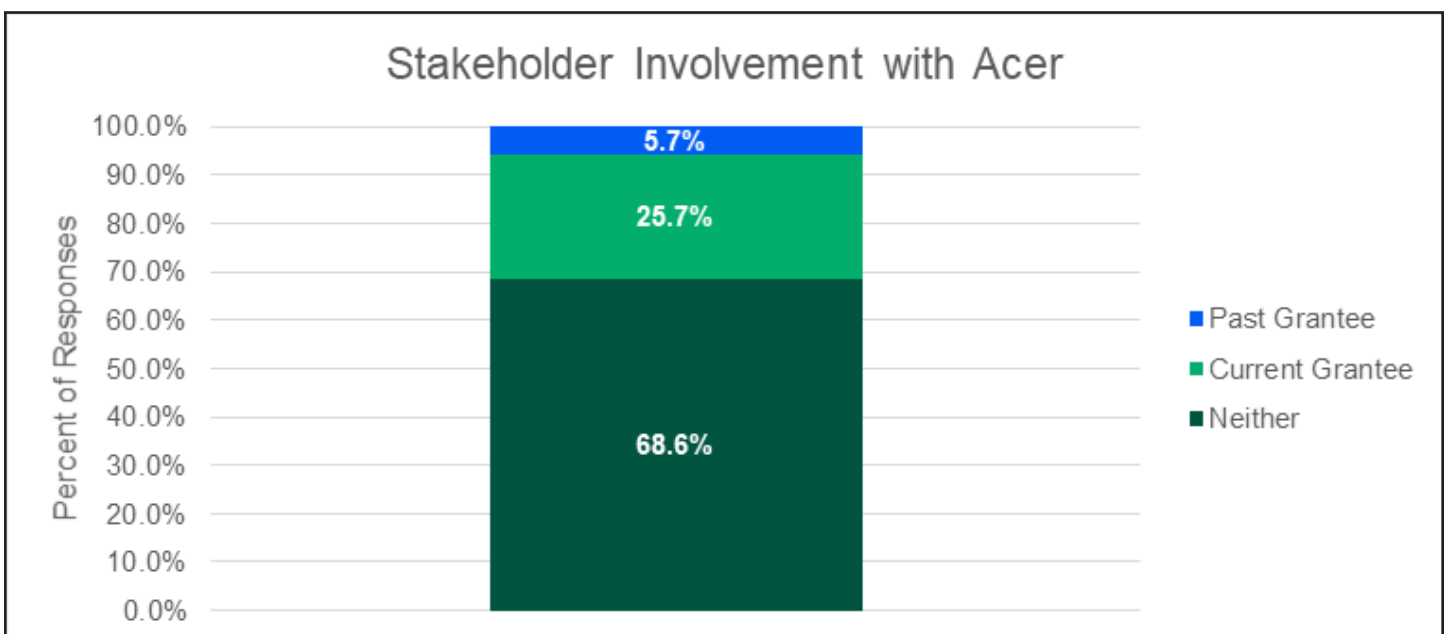
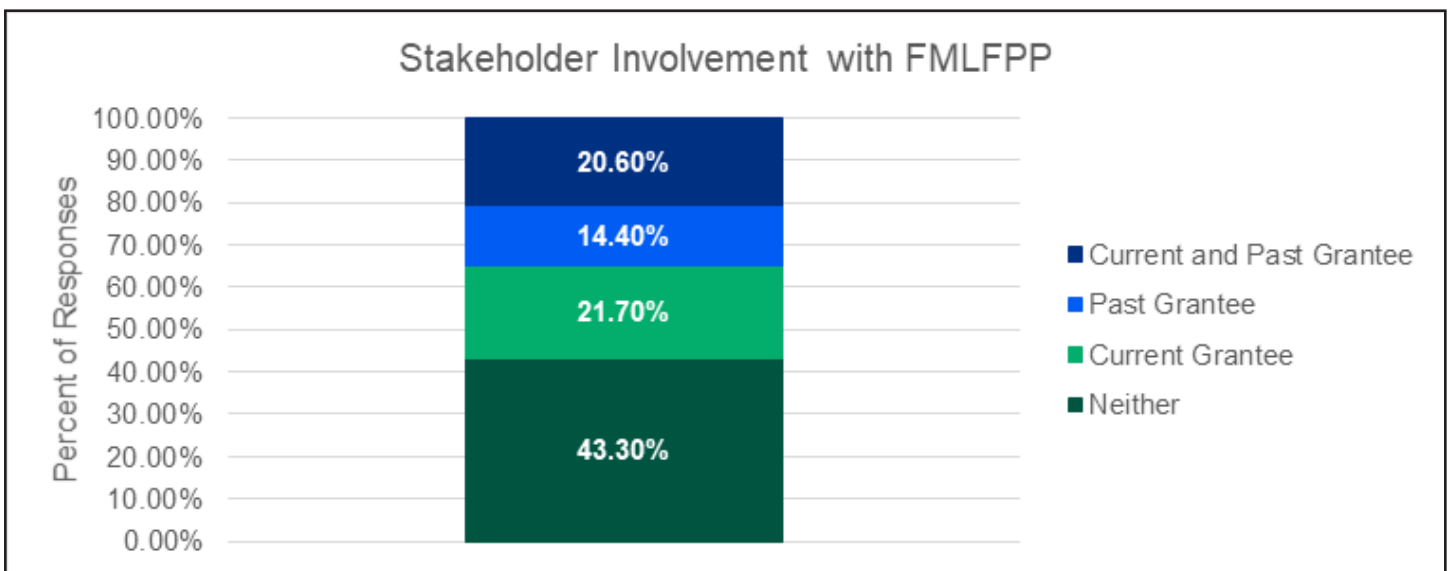
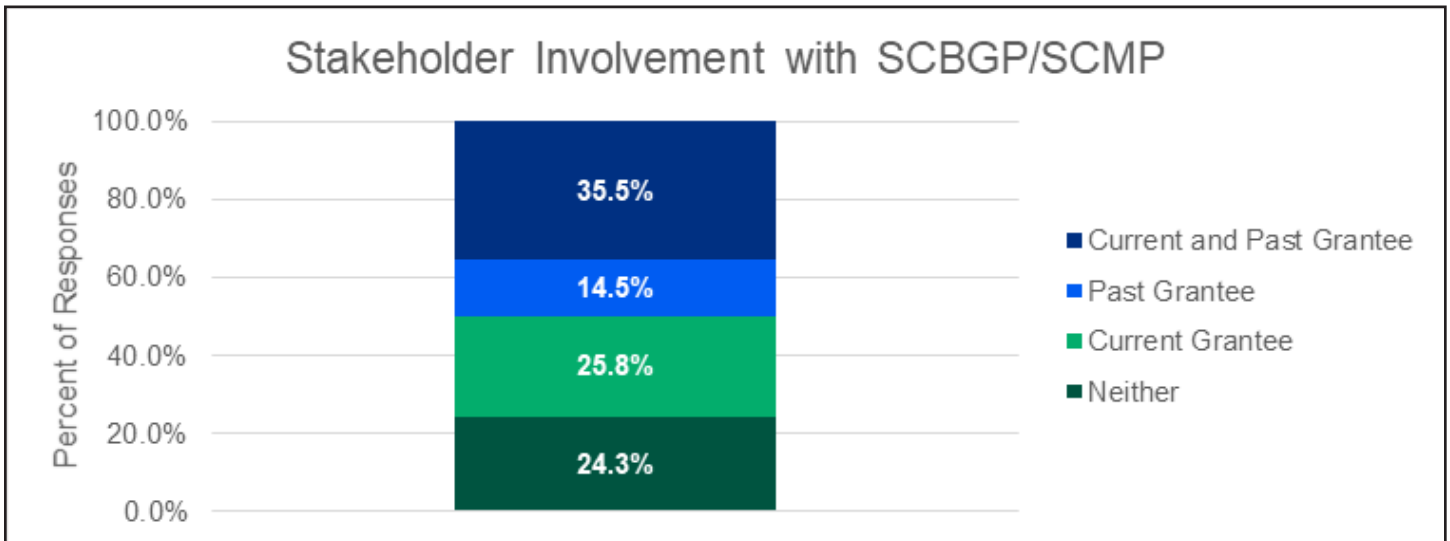
State	Count	State	Count	State	Count	State	Count	State	Count
AL	4	ID	5	MN	11	ND	6	VT	1
AK	1	IL	4	MS	5	OH	3	VA	7
AR	2	IN	7	MO	3	OK	3	WA	7
AZ	10	IA	5	MT	2	OR	8	WV	1
CA	25	KS	7	NE	3	PA	8	WI	3
CO	3	KY	4	NV	2	RI	1	WY	0
CT	3	LA	6	NH	2	SC	1	CNMI*	1
DE	2	ME	3	NJ	7	SD	3	DC*	4
FL	11	MD	6	NM	3	UT	4	GU*	2
GA	3	MA	5	NY	7	TX	14	PR*	16
HI	4	MI	11	NC	7	UT	4	VI*	2

*=territory

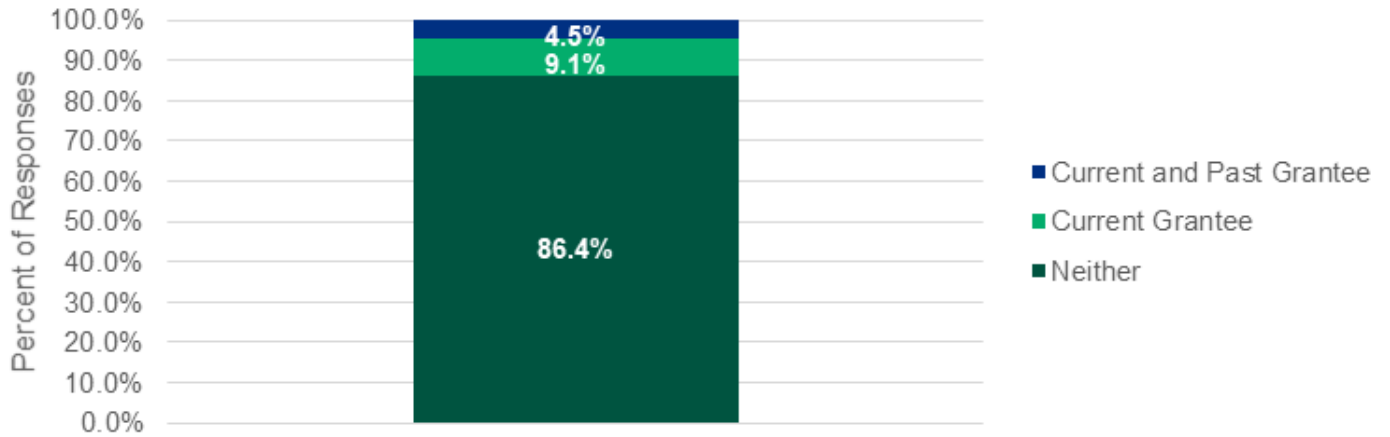
Table 2.2: "Other" Stakeholder Breakdown

Other Stakeholder	Total Responses	Other Stakeholder	Total Responses
External evaluator	6	Grower organization	1
Teacher/school or school district	4	U.S. government	1
Grant reviewer	3	Video production company	1
Almond Board of California	2	Wholesaler	1
Commodity organization/ association	2	Management of chain restaurant fresh produce supply chains from Farm to Form	1
Farmers market director, or other	2	Coalition of technical assistance providers/local food systems organizations	1
Ag association	1	Manufacturing plant	1
Broker warehouse	1	Packer/shipper	1
Manufacture of ag equipment	1	Previous public health worker	1
Distribuidor Agricola	1	Farmer	1
Health specific olive oil production	1	Fertilizer manufacturer	1
Semi-independent State agency	1	Retired	1

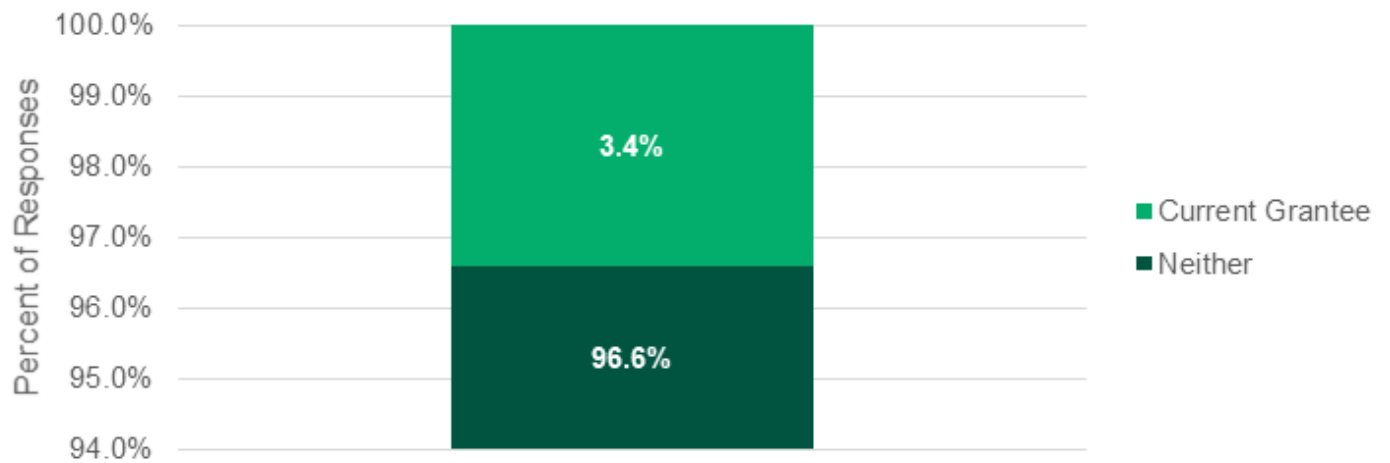
Appendix 3: Stakeholder Involvement with Grant Program Breakdown



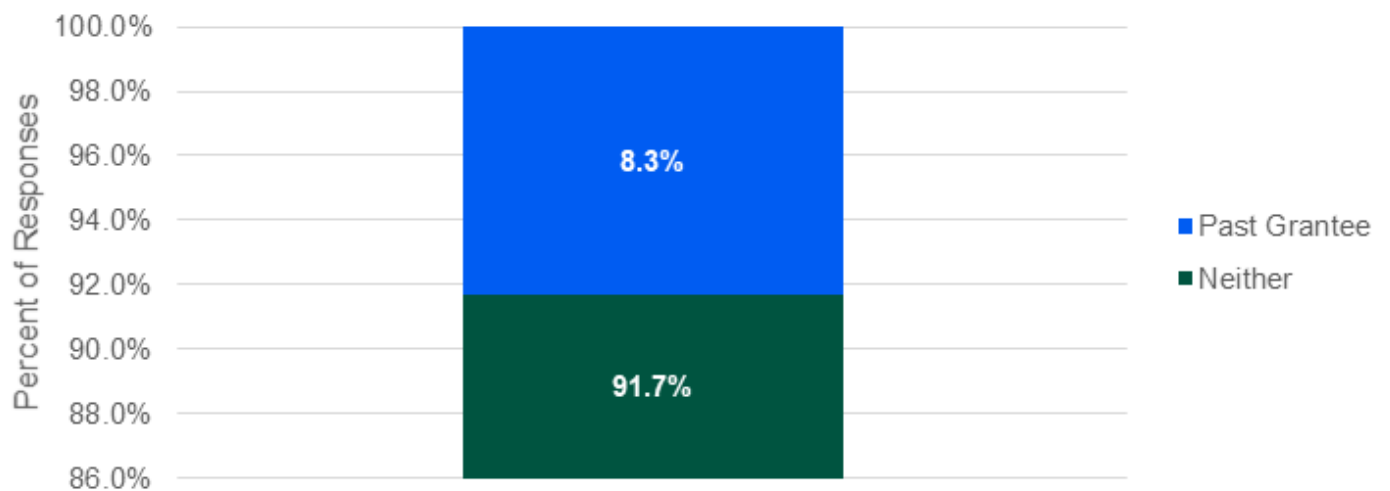
Stakeholder Involvement with DBI



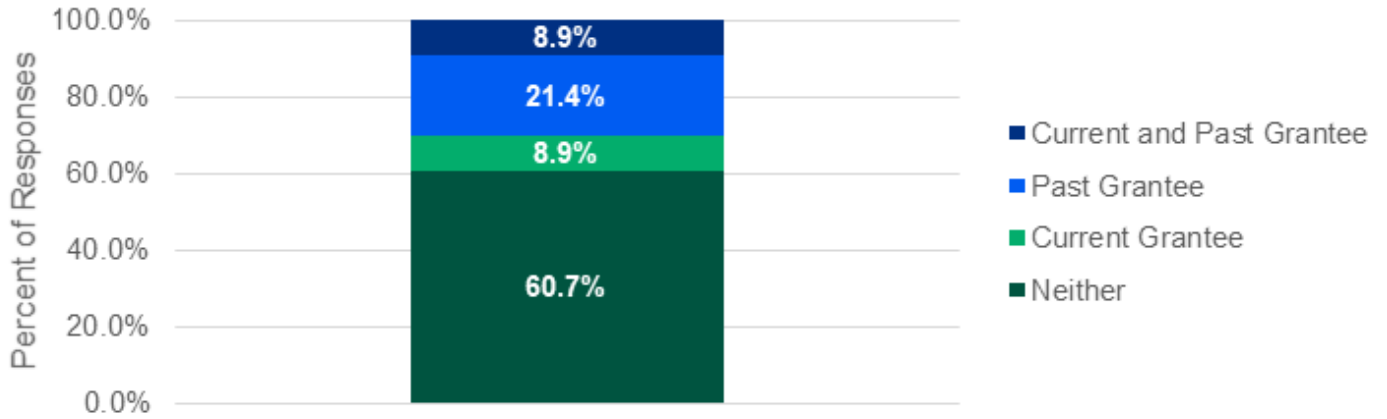
Stakeholder Involvement with RFSP



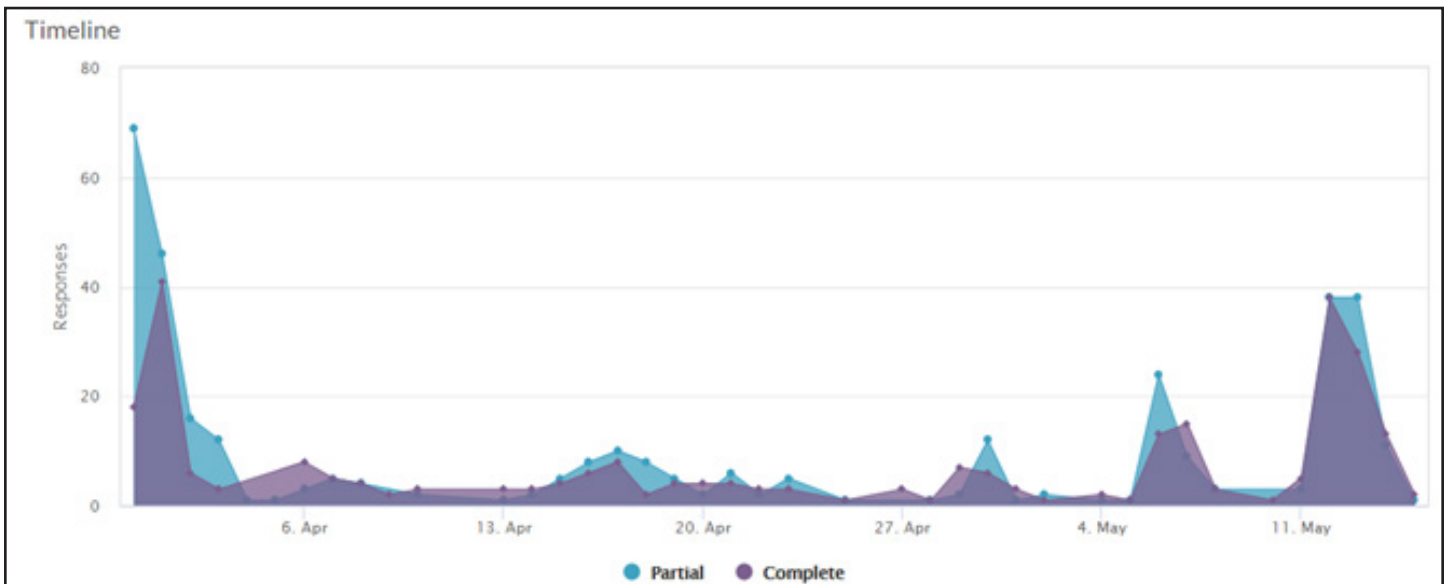
Stakeholder Involvement with SPMGP



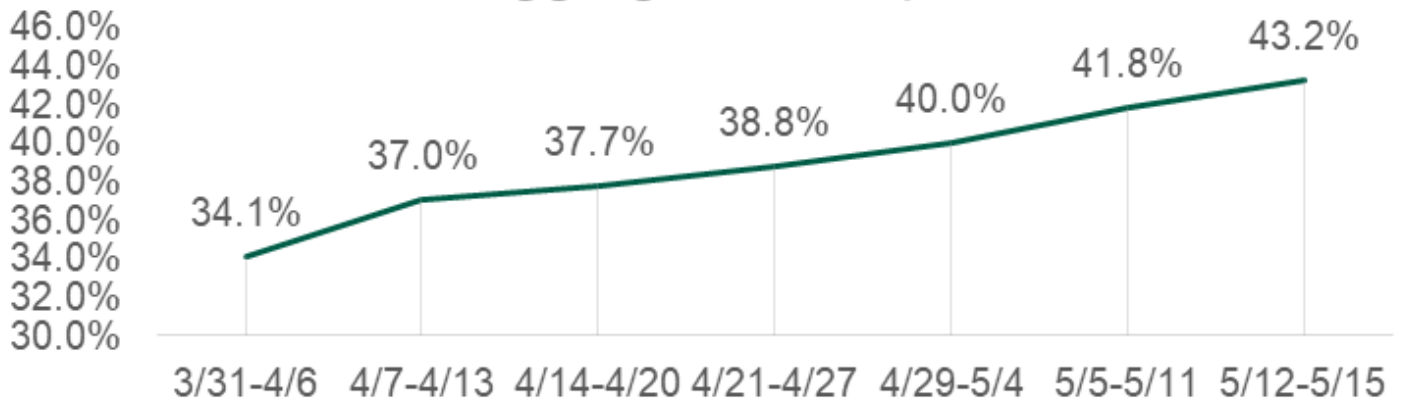
Stakeholder Involvement with FSMIP



Appendix 4: Response Timeline



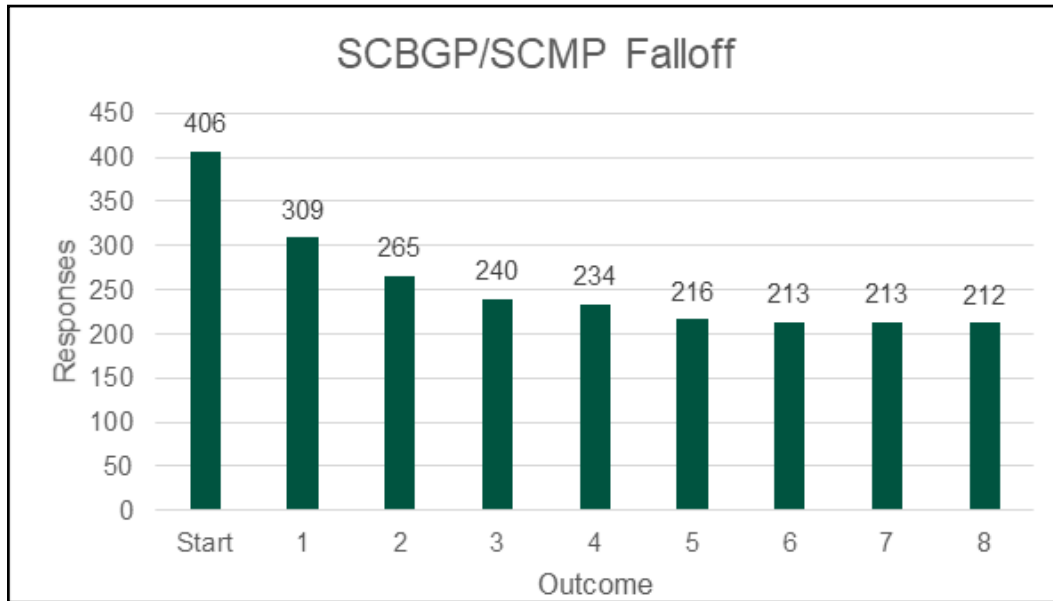
Aggregate Completion Rate



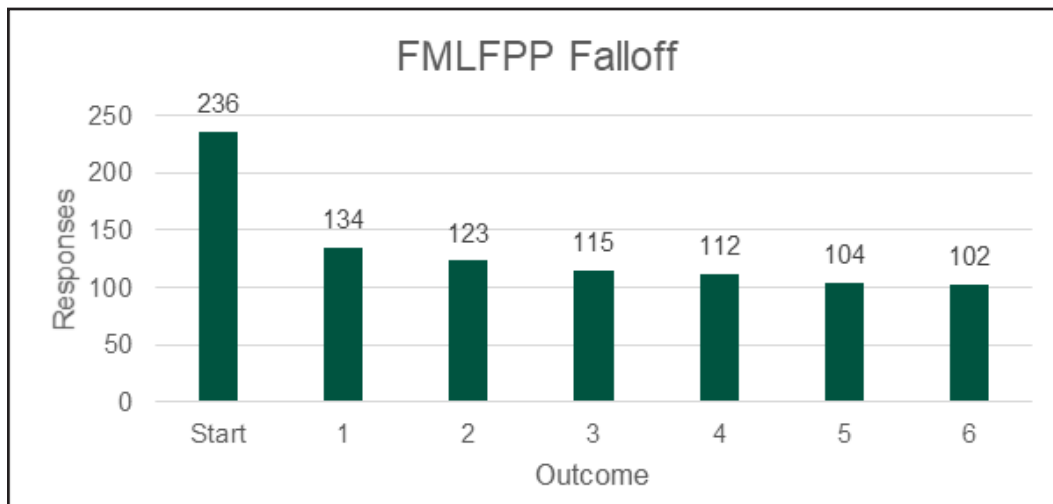
Aggregate completion rate is the percentage of complete versus partial responses.

Appendix 5: Attrition Rate by Grant Program Breakdown

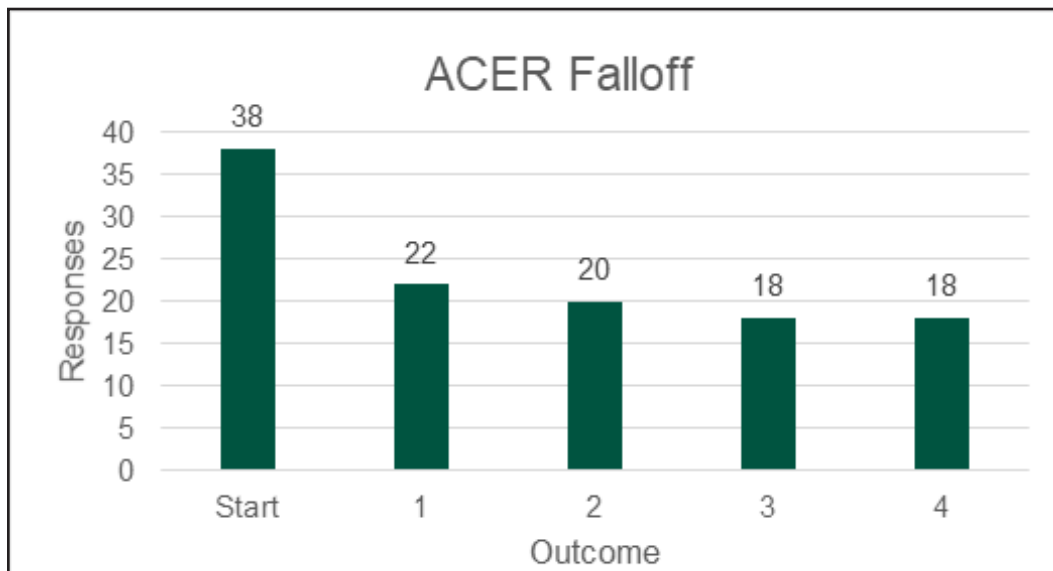
*Start = the number of respondents answering “Yes” to the question: “I would like to provide feedback regarding the following program(s) performance indicators.” For calculating Start totals, those who begin responding to multiple programs are counted repeatedly x the number of programs they indicate “Yes.”



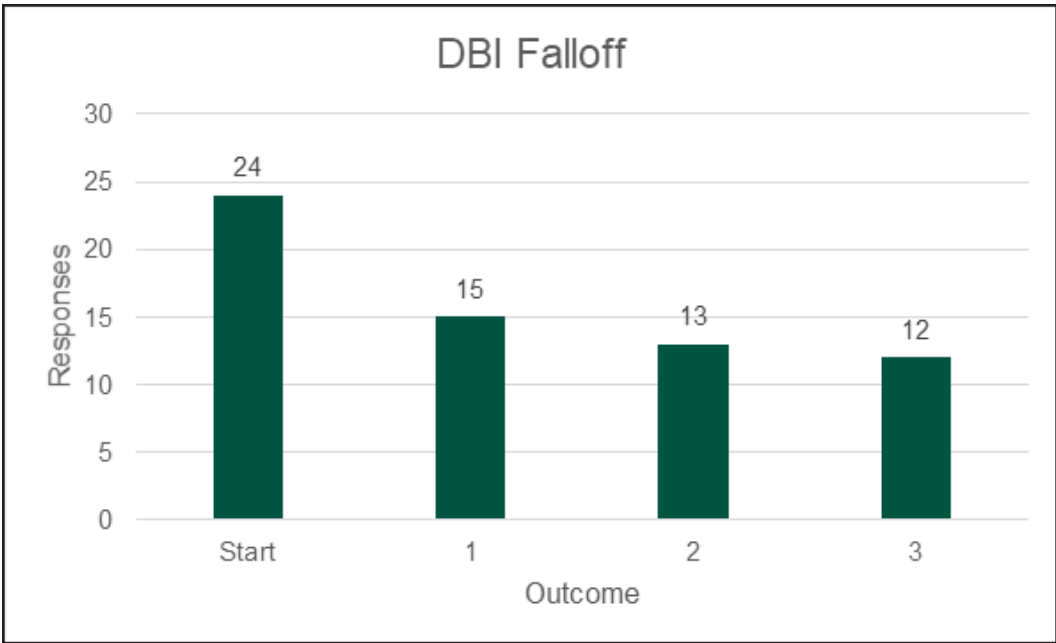
Question	Percent Change
Start	-
1	-23.9%
2	-14.2%
3	-9.4%
4	-2.5%
5	-7.7%
6	-1.4%
7	0.0%
8	-0.5%
Total Falloff	47.8%



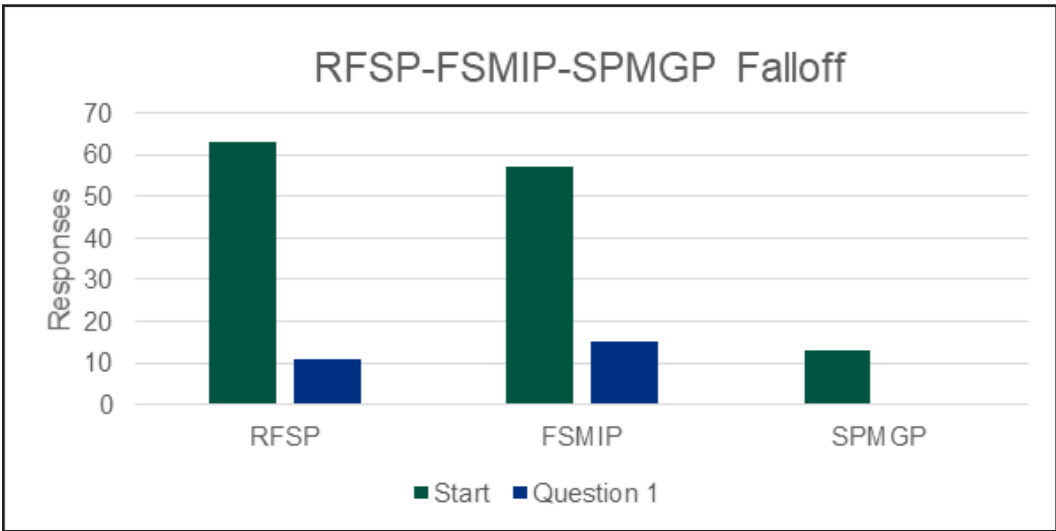
Question	Percent Change
Start	-
1	-43.2%
2	-8.2%
3	-6.5%
4	-2.6%
5	-7.1%
6	-1.9%
Total Falloff	46.8%



Question	Percent Change
Start	-
1	-42.1%
2	-9.1%
3	-10.0%
4	0.0%
Total Falloff	52.6%



Question	Percent Change
Start	-
1	-37.5%
2	-13.3%
3	-7.7%
Total Falloff	50.0%



Question RFSP	Percent Change
Start	-
1	-0.83%
Total Falloff	~83.0%

Question FSMIP	Percent Change
Start	-
1	-0.74%
Total Falloff	~74.0%

Question SPMGP	Percent Change
Start	-
1	-100.0%
Total Falloff	100.0%

**As RFSP/FSMIP/only one open-ended question, the second column represents the number of respondents who completed it. SPMGP each have*

Appendix 6: Grant Thornton Survey Agree/Disagree Response Question Breakdown

Percentages were calculated according to the total responses received for each agree/disagree question for each outcome.

Table 6.1: SCBGP/SCMP Agree/Disagree Survey Responses

Outcome	Percent Agree (Count)	Percent Disagree (Count)
SCBGP/SCMP Outcome 1		
It is easy for me to collect this indicator data	16.1% (20)	83.9% (104)
Baseline data is available or easy to collect	20.1% (25)	79.8% (99)
I understand this outcome	93.0% (120)	7.0% (9)
I understand the indicators	90.6% (116)	9.4% (12)
I can achieve these goals by the end of the grant period	29.1% (34)	70.9% (83)
The outcome aligns with the activities and goals of the program(s)	76.2% (93)	23.8% (29)
SCBGP/SCMP Outcome 2		
It is easy for me to collect this indicator data	60.0% (57)	40.0% (38)
Baseline data is available or easy to collect	48.9% (45)	51.1% (47)
I understand this outcome	93.0% (93)	7.0% (7)
I understand the indicators	91.9% (91)	8.1% (8)
I can achieve these goals by the end of the grant period	78.2% (68)	21.8% (19)
The outcome aligns with the activities and goals of the program(s)	86.3% (82)	13.7% (13)
SCBGP/SCMP Outcome 3		
It is easy for me to collect this indicator data	61.8% (47)	38.2% (29)
Baseline data is available or easy to collect	53.3% (41)	46.8% (36)
I understand this outcome	91.1% (72)	8.9% (7)
I understand the indicators	87.2% (68)	12.8% (10)
I can achieve these goals by the end of the grant period	74.0% (54)	26.0% (19)
The outcome aligns with the activities and goals of the program(s)	83.8% (62)	16.2% (12)
SCBGP/SCMP Outcome 4		
It is easy for me to collect this indicator data	60.5% (69)	39.5% (45)
Baseline data is available or easy to collect	51.3% (59)	48.7% (56)
I understand this outcome	94.9% (111)	5.1% (6)
I understand the indicators	92.2% (106)	7.8% (9)
I can achieve these goals by the end of the grant period	58.9% (66)	41.1% (46)
The outcome aligns with the activities and goals of the program(s)	83.6% (97)	16.4% (19)
SCBGP/SCMP Outcome 5		
It is easy for me to collect this indicator data	51.8% (43)	48.2% (40)
Baseline data is available or easy to collect	58.0% (47)	41.0% (34)
I understand this outcome	92.0% (80)	8.1% (7)
I understand the indicators	87.2% (75)	12.8% (11)
I can achieve these goals by the end of the grant period	64.6% (51)	35.4% (28)
The outcome aligns with the activities and goals of the program(s)	81.5% (66)	18.5% (15)

Outcome	Percent Agree (Count)	Percent Disagree (Count)
SCBGP/SCMP Outcome 6		
It is easy for me to collect this indicator data	74.0% (37)	26.0% (13)
Baseline data is available or easy to collect	69.4% (34)	30.6% (15)
I understand this outcome	92.5% (49)	7.6% (4)
I understand the indicators	94.3% (50)	5.7% (3)
I can achieve these goals by the end of the grant period	75.0% (36)	25.0% (12)
The outcome aligns with the activities and goals of the program(s)	84.6% (44)	15.4% (8)
SCBGP/SCMP Outcome 7		
It is easy for me to collect this indicator data	83.3% (35)	16.7% (7)
Baseline data is available or easy to collect	78.6% (33)	21.4% (9)
I understand this outcome	89.1% (41)	10.9% (5)
I understand the indicators	87.0% (40)	13.0% (6)
I can achieve these goals by the end of the grant period	73.0% (27)	27.0% (10)
The outcome aligns with the activities and goals of the program(s)	87.8% (36)	12.2% (5)
SCBGP/SCMP Outcome 8		
It is easy for me to collect this indicator data	37.5% (24)	62.5% (40)
Baseline data is available or easy to collect	36.5% (23)	63.5% (40)
I understand this outcome	85.5% (59)	14.5% (10)
I understand the indicators	85.3% (58)	14.7% (10)
I can achieve these goals by the end of the grant period	44.4% (28)	55.6% (35)
The outcome aligns with the activities and goals of the program(s)	74.2% (49)	25.8% (17)

Table 6.2: FMLFPP Agree/Disagree Survey Responses

**Note: No agree/disagree questions were asked for FMLFPP Outcome 6*

Outcome	Percent Agree (Count)	Percent Disagree (Count)
FMLFPP Outcome 1		
It is easy for me to collect this indicator data	56.9% (37)	43.1% (28)
Baseline data is available or easy to collect	47.0% (31)	53.0% (35)
I understand this outcome	89.6% (60)	10.5% (7)
I understand the indicators	81.5% (53)	18.5% (12)
I can achieve these goals by the end of the grant period	76.3% (45)	23.7% (14)
The outcome aligns with the activities and goals of the program(s)	90.5% (57)	9.5% (6)
FMLFPP Outcome 2		
It is easy for me to collect this indicator data	64.4% (38)	35.6% (21)
Baseline data is available or easy to collect	59.0% (36)	41.0% (25)
I understand this outcome	91.9% (57)	8.0% (5)
I understand the indicators	90.1% (55)	9.8% (6)
I can achieve these goals by the end of the grant period	77.6% (45)	22.4% (13)
The outcome aligns with the activities and goals of the program(s)	95.1% (59)	4.8% (3)
FMLFPP Outcome 3		
It is easy for me to collect this indicator data	68.8% (33)	31.3% (15)
Baseline data is available or easy to collect	68.0% (34)	32.0% (16)

Outcome	Percent Agree (Count)	Percent Disagree (Count)
I understand this outcome	90.2% (46)	9.8% (5)
I understand the indicators	88.0% (44)	12.0% (6)
I can achieve these goals by the end of the grant period	79.6% (35)	20.5% (9)
The outcome aligns with the activities and goals of the program(s)	89.1% (41)	10.9% (5)
FMLFPP Outcome 4		
It is easy for me to collect this indicator data	82.9% (34)	17.1% (7)
Baseline data is available or easy to collect	74.4% (32)	25.6% (11)
I understand this outcome	95.2% (40)	4.8% (2)
I understand the indicators	95.1% (39)	4.9% (2)
I can achieve these goals by the end of the grant period	86.5% (32)	13.5% (5)
The outcome aligns with the activities and goals of the program(s)	92.5% (37)	7.5% (3)
FMLFPP Outcome 5		
It is easy for me to collect this indicator data	51.8% (43)	48.2% (40)
Baseline data is available or easy to collect	58.0% (47)	41.0% (34)
I understand this outcome	92.0% (80)	8.1% (7)
I understand the indicators	87.2% (75)	12.8% (11)
I can achieve these goals by the end of the grant period	64.6% (51)	35.4% (28)
The outcome aligns with the activities and goals of the program(s)	81.5% (66)	18.5% (15)

Table 6.3: Acer Agree/Disagree Survey Responses

Outcome	Percent Agree (Count)	Percent Disagree (Count)
Acer Outcome 1		
It is easy for me to collect this indicator data	62.5% (5)	37.5% (3)
Baseline data is available or easy to collect	28.6% (2)	71.4% (5)
I understand this outcome	87.5% (7)	12.5% (1)
I understand the indicators	100.0% (8)	0.0% (0)
I can achieve these goals by the end of the grant period	85.7% (6)	14.3% (1)
The outcome aligns with the activities and goals of the program(s)	100.0% (8)	0.0% (0)
Acer Outcome 2		
It is easy for me to collect this indicator data	66.7% (6)	33.3% (3)
Baseline data is available or easy to collect	55.6% (5)	44.4% (4)
I understand this outcome	88.9% (8)	11.1% (1)
I understand the indicators	88.9% (8)	11.1% (1)
I can achieve these goals by the end of the grant period	66.7% (4)	33.3% (2)
The outcome aligns with the activities and goals of the program(s)	77.8% (7)	22.2% (2)

Outcome	Percent Agree (Count)	Percent Disagree (Count)
Acer Outcome 3		
It is easy for me to collect this indicator data	57.1% (4)	42.9% (3)
Baseline data is available or easy to collect	57.1% (4)	42.9% (3)
I understand this outcome	71.4% (5)	28.6% (2)
I understand the indicators	71.4% (5)	28.6% (2)
I can achieve these goals by the end of the grant period	57.1% (4)	42.9% (3)
The outcome aligns with the activities and goals of the program(s)	87.5% (7)	12.5% (1)
Acer Outcome 4		
It is easy for me to collect this indicator data	66.7% (6)	33.3% (3)
Baseline data is available or easy to collect	55.6% (5)	44.4% (4)
I understand this outcome	77.8% (7)	22.2% (2)
I understand the indicators	66.7% (6)	33.3% (3)
I can achieve these goals by the end of the grant period	44.4% (4)	55.6% (5)
The outcome aligns with the activities and goals of the program(s)	88.9% (8)	11.1% (1)

Table 6.4: DBI Agree/Disagree Survey Responses

Outcome	Percent Agree (Count)	Percent Disagree (Count)
DBI Outcome 1		
It is easy for me to collect this indicator data	75.0% (3)	25.0% (1)
Baseline data is available or easy to collect	75.0% (3)	25.0% (1)
I understand this outcome	100.0% (4)	0.0% (0)
I understand the indicators	100.0% (4)	0.0% (0)
I can achieve these goals by the end of the grant period	66.7% (2)	33.3% (1)
The outcome aligns with the activities and goals of the program(s)	100.0% (3)	0.0% (0)
DBI Outcome 2		
It is easy for me to collect this indicator data	50.0% (3)	50.0% (3)
Baseline data is available or easy to collect	40.0% (2)	60.0% (3)
I understand this outcome	100.0% (5)	0.0% (0)
I understand the indicators	100.0% (4)	0.0% (0)
I can achieve these goals by the end of the grant period	75.0% (3)	25.0% (1)
The outcome aligns with the activities and goals of the program(s)	100.0% (4)	0.0% (0)
DBI Outcome 3		
It is easy for me to collect this indicator data	33.3% (1)	66.7% (2)
Baseline data is available or easy to collect	66.7% (2)	33.3% (1)
I understand this outcome	66.7% (2)	33.3% (1)
I understand the indicators	66.7% (2)	33.3% (1)
I can achieve these goals by the end of the grant period	66.7% (2)	33.3% (1)
The outcome aligns with the activities and goals of the program(s)	66.7% (2)	33.3% (1)

Appendix 7: Grant Thornton Survey Written Response Theme Heatmaps

Themes not listed did not receive associated comments for that outcome

Table 7.1: SCBGP/SCMP Written Response Theme Heatmap

SCBGP/SCMP Outcome 1

Theme	Subtheme (when applicable)	Subtheme Count	Total
Grant Period Too Short			4
External Factors Impact Outcomes			5
Data Reported is Inaccurate			2
Change Outcome/Indicator	New Outcome/Indicator	5	8
	Not Effective Outcome/Indicator	2	
	Not in Scope of Grant Program or Program Activities	1	
Difficult to Collect Data	Lack Data Collection Methods	1	13
	Hard to Collect Data from Partners	11	
	Difficult to Set Baselines	1	

SCBGP Outcome 2

Theme	Subtheme (when applicable)	Subtheme Count	Total
Grant Period Too Short			3
External Factors Impact Outcomes			1
Incorporate Industry Knowledge			1
Data Reported is Inaccurate			3
Good Outcome/Indicator			4
Additional Consideration			3
Change Outcome/Indicator	Clarify Outcome/Indicator	1	7
	Not Effective Outcome/Indicator	6	
Difficult to Collect Data	Lack Data Collection Methods	1	5
	Hard to Collect Data from Partners	2	
	Difficult to Set Baselines	2	

SCBGP Outcome 3

Theme	Subtheme (when applicable)	Subtheme Count	Total
Grant Period Too Short			2
External Factors Impact Outcomes			1
Incorporate Industry Knowledge			1
Data Reported is Inaccurate			1
Good Outcome/Indicator			5
Additional Consideration			2
Change Outcome/Indicator	New Outcome/Indicator	2	3
	Clarify Outcome/Indicator	1	
Difficult to Collect Data	Lack Data Collection Methods	2	10
	Hard to Collect Data from Partners	5	
	Difficult to Set Baselines	1	

SCBGP Outcome 4

Theme	Subtheme (when applicable)	Subtheme Count	Total
Grant Period Too Short			7
External Factors Impact Outcomes			3
Data Reported is Inaccurate			3
Good Outcome/Indicator			2
Additional Consideration			2
Change Outcome/Indicator	New Outcome/Indicator	4	9
	Not Effective Outcome/Indicator	2	
	Too Many Variables in Outcome/Indicator	1	
	Not in Scope of Grant Program or Program Activities	2	
Difficult to Collect Data	Hard to Collect Data from Partners	2	4
	Difficult to Set Baselines	2	

SCBGP Outcome 5

Theme	Subtheme (when applicable)	Subtheme Count	Total
Grant Period Too Short			4
External Factors Impact Outcomes			1
Incorporate Industry Knowledge			2
Good Outcome/Indicator			5
Additional Consideration			2
Change Outcome/Indicator	New Outcome/Indicator	4	10
	Clarify Outcome/Indicator	1	
	Not Effective Outcome/Indicator	3	
	Too Many Variables in Outcome/Indicator	2	
Difficult to Collect Data	Hard to Collect Data from Partners	2	3

SCBGP Outcome 6

Theme	Subtheme (when applicable)	Subtheme Count	Total
Grant Period Too Short			1
External Factors Impact Outcomes			1
TA/Sample Materials			1
Incorporate Industry Knowledge			2
Good Outcome/Indicator			3
Additional Consideration			7
Change Outcome/Indicator	New Outcome/Indicator	3	12
	Clarify Outcome/Indicator	4	
	Not Effective Outcome/Indicator	2	
	Too Many Variables in Outcome/Indicator	1	
	Not in Scope of Grant Program or Program Activities	2	

SCBGP Outcome 7

Theme	Subtheme (when applicable)	Subtheme Count	Total
Grant Period Too Short			2
External Factors Impact Outcomes			1
TA/Sample Materials			2
Incorporate Industry Knowledge			2
Good Outcome/Indicator			3
Additional Consideration			4
Change Outcome/Indicator	New Outcome/Indicator	3	10
	Clarify Outcome/Indicator	4	
	Not Effective Outcome/Indicator	1	
	Too Many Variables in Outcome/Indicator	2	
Difficult to Collect Data	Hard to Collect Data from Partners	1	2
	Difficult to Set Baselines	1	

SCBGP Outcome 8

Theme	Subtheme (when applicable)	Subtheme Count	Total
Grant Period Too Short			8
External Factors Impact Outcomes			1
Data Reported is Inaccurate			1
Good Outcome/Indicator			2
Change Outcome/Indicator	New Outcome/Indicator	3	6
	Clarify Outcome/Indicator	1	
	Too Many Variables in Outcome/Indicator	1	
	Not in Scope of Grant Program or Program Activities	1	
Difficult to Collect Data	Lack Data Collection Methods	1	9
	Hard to Collect Data from Partners	4	
	Difficult to Set Baselines	3	

Table 7.2: FMLFPP Written Response Theme Heatmap

FMLFPP Outcome 1

Theme	Subtheme (when applicable)	Subtheme Count	Total
External Factors Impact Outcomes			1
Data Reported is Inaccurate			2
Good Outcome/Indicator			1
Additional Consideration			4
Change Outcome/Indicator	New Outcome/Indicator	3	16
	Clarify Outcome/Indicator	6	
	Not Effective Outcome/Indicator	5	
	Too Many Variables in Outcome/Indicator	2	
Difficult to Collect Data	Lack Data Collection Methods	2	11
	Hard to Collect Data from Partners	4	
	Difficult to Set Baselines	5	

FMLFPP Outcome 2

Theme	Subtheme (when applicable)	Subtheme Count	Total
Grant Period Too Short			1
Incorporate Industry Knowledge			1
Data Reported is Inaccurate			4
Good Outcome/Indicator			7
Additional Consideration			2
Change Outcome/Indicator	New Outcome/Indicator	4	9
	Clarify Outcome/Indicator	1	
	Not Effective Outcome/Indicator	2	
	Not in Scope of Grant Program or Program Activities	2	
Difficult to Collect Data	Lack Data Collection Methods	2	12
	Hard to Collect Data from Partners	8	
	Difficult to Set Baselines	2	

FMLFPP Outcome 3

Theme	Subtheme (when applicable)	Subtheme Count	Total
Grant Period Too Short			1
Data Reported is Inaccurate			2
Good Outcome/Indicator			2
Additional Consideration			4
Change Outcome/Indicator	New Outcome/Indicator	6	22
	Clarify Outcome/Indicator	4	
	Not Effective Outcome/Indicator	6	
	Too Many Variables in Outcome/Indicator	2	
	Not in Scope of Grant Program or Program Activities	4	
Difficult to Collect Data	Hard to Collect Data from Partners	3	4
	Difficult to Set Baselines	1	

FMLFPP Outcome 4

Theme	Subtheme (when applicable)	Subtheme Count	Total
TA/Sample Materials			1
Good Outcome/Indicator			2
Additional Consideration			4
Change Outcome/Indicator	New Outcome/Indicator	6	11
	Clarify Outcome/Indicator	2	
	Not Effective Outcome/Indicator	3	
Difficult to Collect Data	Lack Data Collection Methods	1	1

FMLFPP Outcome 5

Theme	Subtheme (when applicable)	Subtheme Count	Total
Grant Period Too Short			2
External Factors Impact Outcomes			1
TA/Sample Materials			1
Incorporate Industry Knowledge			1
Good Outcome/Indicator			4
Additional Consideration			4
Change Outcome/Indicator	New Outcome/Indicator	3	18
	Clarify Outcome/Indicator	7	
	Not Effective Outcome/Indicator	4	
	Not in Scope of Grant Program or Program Activities	4	
Difficult to Collect Data	Lack Data Collection Methods	1	1

FMLFPP Outcome 6

Theme	Subtheme (when applicable)	Subtheme Count	Total
TA/Sample Materials			5
Good Outcome/Indicator			7
Additional Consideration			5
Change Outcome/Indicator	New Outcome/Indicator	3	8
	Clarify Outcome/Indicator	5	
Difficult to Collect Data	Lack Data Collection Methods	1	1

Table 7.3: Acer Written Response Theme Heatmap

Acer Outcome 1

Theme	Subtheme (when applicable)	Subtheme Count	Total
Additional Consideration			1
Change Outcome/Indicator	New Outcome/Indicator	1	2
	Too Many Variables in Outcome/Indicator	1	

Acer Outcome 2

Theme	Subtheme (when applicable)	Subtheme Count	Total
Grant Period Too Short			1
Change Outcome/Indicator	Clarify Outcome/Indicator	1	2
	Not in Scope of Grant Program or Program Activities	1	
Difficult to Collect Data	Lack Data Collection Methods	1	2
	Hard to Collect Data from Partners	1	

Acer Outcome 3

Theme	Subtheme (when applicable)	Subtheme Count	Total
Good Outcome/Indicator			2
Additional Consideration			1
Change Outcome/Indicator	Not Effective Outcome/Indicator	1	1

Acer Outcome 4

Theme	Subtheme (when applicable)	Subtheme Count	Total
Grant Period Too Short			2
Change Outcome/Indicator	New Outcome/Indicator	2	4
	Clarify Outcome/Indicator	1	
	Too Many Variables in Outcome/Indicator	1	
Difficult to Collect Data	Difficult to Set Baselines	1	1

Table 7.4: DBI Written Response Theme Heatmap

DBI Outcome 1

Theme	Subtheme (when applicable)	Subtheme Count	Total
Change Outcome/Indicator	Clarify Outcome/Indicator	1	2
	Too Many Variables in Outcome/Indicator	1	

DBI Outcome 2

Theme	Subtheme (when applicable)	Subtheme Count	Total
Additional Consideration			1
Change Outcome/Indicator	Clarify Outcome/Indicator	1	2
	Not Effective Outcome/Indicator	1	

DBI Outcome 3

Theme	Subtheme (when applicable)	Subtheme Count	Total
Change Outcome/Indicator	Clarify Outcome/Indicator	1	2
	Not in Scope of Grant Program or Program Activities	1	

Table 7.5: RFSP Written Response Theme Heatmap

RFSP

Theme	Subtheme (when applicable)	Subtheme Count	Total
Additional Consideration			2
Change Outcome/Indicator	New Outcome/Indicator	3	3

Table 7.6: FSMIP Written Response Theme Heatmap

FSMIP Qualitative Feedback

Theme	Subtheme (when applicable)	Subtheme Count	Total
External Factors Impact Outcomes			1
TA/Sample Materials			2
Good Outcome/Indicator			2
Additional Consideration			5
Change Outcome/Indicator	New Outcome/Indicator	6	7
	Clarify Outcome/Indicator	1	

As-is Logic Models

Instructions

Grant Thornton has drafted the current performance measures in logic model format to present the shared relationships and chain of causes and effects among resources/inputs, activities, outputs, and indicators that lead to each outcome.

There are two “sides” to a Logic Model – a process side on the left (activities and outputs), and an outcomes side on the right (short-term and longer-term outcomes and indicators). As you read from left to right, the chain of reasoning the connection among program activities, outputs, and outcomes should become apparent if you think in *if/then statements*:

IF you accomplish your planned activities, **then** you will hopefully deliver the amount of product and/or service that you intended (outputs).

IF you accomplish your planned activities to the extent you intended (outputs), **then** participants will benefit in learning, knowledge, attitude and/or skills (short-term outcomes).

IF benefits are achieved, **then** changes in behavior and actions occur, after which social, economic, health, civic, and/or environmental impacts may occur (longer-term outcomes).

Table 8.1: SCBGP As-Is Logic Model

Resources/Inputs	Activities	Outputs	Indicators	
			Short-Term	Longer-Term
<ul style="list-style-type: none"> Federal/State Legislation and Funding Federal Opportunity Announcement & Reporting Requirements Compliance & Safety Regulations/Certifications Data Systems & Information Technology Contractual Relationships and Partnerships Staff & Volunteers Promising and Best Practices 	Marketing <ul style="list-style-type: none"> Outreach: Including phone calls, emails, print/ tv/air/ social media, and other methods, including native website-based marketing tactics to contact and share information with stakeholders and partners Partnerships: Developing and maintaining partnerships with key organizations and stakeholders and recruiting new stakeholders and organizations to partner 	Outcome 1: Enhance the competitiveness of Specialty Crop (SC) through increased sales		
		1.a. Baseline and total sales numbers.	1.b. Changes in sales numbers.	
		Outcome 2: Enhance the competitiveness of SC through increased consumption		
		2.1. Number of children/ youths reached 2.2. Number of adults reached	2.1a.-b/2.2a.-b. Of the number of children/ adults reached, the number who gained knowledge about, and/or reported an intention to eat more	2.1./2.2c. Of the number of children/ adults reached, the number that reported eating more SC 2.3 Number of new and improved technologies/ processes to enhance the nutritional value and consumer acceptance of SC 2.4 Number of new SC products introduced to consumers

Resources/Inputs	Activities	Outputs	Indicators		
			Short-Term	Longer-Term	
<ul style="list-style-type: none"> Federal/State Legislation and Funding Federal Opportunity Announcement & Reporting Requirements Compliance & Safety Regulations/Certifications Data Systems & Information Technology Contractual Relationships and Partnerships Staff & Volunteers Promising and Best Practices 	<p>Technical Assistance and Education</p> <ul style="list-style-type: none"> Offering targeted technical assistance to improve sales, customer outreach, marketing, and the diversity of products Hosting stakeholder workshops and trainings <p>Business Enterprise Planning and Tools</p> <ul style="list-style-type: none"> Creating strategic business/project plans Conducting stakeholder needs and resources assessments/audits and using data to inform project plans Creating digital databases, collaboration tools, or information repositories to enhance business acumen or enterprise Conducting feasibility studies and economic analysis <p>Research and Analysis</p> <ul style="list-style-type: none"> Performing market research to 	Outcome 3: Enhance the competitiveness of SC through increased access and awareness			
		<p>3.1. Number of consumers/ buyers reached</p> <p>3.2. Number of individuals (e.g. kitchens, culinary professionals, etc.) reached</p>	<p>3.1a.-b./3.2a.-b. Of the number of individuals reached in 3.1/3.2, the number that gained knowledge or reported an intention to access/ produce/prepare/ preserve SC</p>	<p>3.1c./3.2c. Number of individuals reached in 3.1/3.2 that reported supplementing their diets with SC that they produced/preserved/ obtained/prepared</p> <p>3.3a.-j. Number of existing delivery systems/access points reached that expanded and/or improved SC offerings</p> <p>3.4a.-j. Number of new delivery systems/ access points offering SC</p>	
		Outcome 4: Enhance the competitiveness of SC through greater capacity of sustainable practices resulting in increased yield/ efficiency/ economic return/resource conservation, or reduced inputs			
		<p>No specific outputs measuring activities related to outcome 4.</p>	<p>4.1. Number of plant/ seed releases</p> <p>4.2a. Number of growers/producers indicating adoption of recommended practices</p> <p>4.2d. Number of acres in conservation tillage or acres in other best management practices</p>	<p>4.2b. Number of growers/producers reporting reduction in pesticides, fertilizer and water used per acre</p> <p>4.2c. Producers reporting increased dollar returns/acre or reduced costs/acre</p> <p>4.3. Number of acres established/ maintained for the mutual benefit of pollinators/SC</p>	

Resources/Inputs	Activities	Outputs	Indicators	
			Short-Term	Longer-Term
<ul style="list-style-type: none"> Federal/State Legislation and Funding Federal Opportunity Announcement & Reporting Requirements Compliance & Safety Regulations/Certifications Data Systems & Information Technology Contractual Relationships and Partnerships Staff & Volunteers Promising and Best Practices 	<p>assess consumer preferences, competitors, best practices, and/or upcoming trends</p> <ul style="list-style-type: none"> Launch and monitor pilot programs to determine early model successes and gaps Survey stakeholders to gauge capacity, knowledge, and interest <p>Technology and Infrastructure</p> <ul style="list-style-type: none"> Developing technological tools or processes to improve efficiency, feasibility, replicability, or ease. Enhancing physical capacities for standard operations or new activities to be performed Installation or expansion of new technologies. 	Outcome 5: Enhance the competitiveness of SC through more sustainable, diverse, and resilient SC systems		
		5.5. Number of new diagnostic systems available for detecting crop pests/ diseases	5.1. Number of new or improved innovation models, technologies, networks, products, processes, etc. developed for SC entities	5.2. Number of innovations adopted
			5.6. Number of first responders trained in early detection and rapid response to combat plant pests and diseases	5.3. Number of SC growers/producers (and other members of the SC supply chain) that have increased revenue in dollars
			5.8. Number of growers/producers that gained knowledge about science-based tools through outreach/education programs	5.4. Number of new diagnostic systems analyzing SC pests/diseases
		5.7. Number of technologies/processes developed/modified that increase SC distribution/production		
		Outcome 6: Enhance the competitiveness of SC through increasing the number of viable technologies to improve food safety		
		6.2. Number of viable prevention, control, and intervention strategies for all SC production scales for foodborne threats along the production continuum	6.1. Number of viable technologies developed/modified for the detection and characterization of SC supply contamination from foodborne threats	6.3b. Of the number identified in 6.3a, the number who report increasing their food safety skills or knowledge
		3.2. Number of individuals (e.g. kitchens, culinary professionals, etc.) reached	6.3a. Number of individuals who learn about prevention/detection/control/intervention safety practices	6.4. Number of improved prevention, detection, control and intervention technologies
				6.5. Number of reported changes in prevention, detection, control, and intervention strategies

Resources/Inputs	Activities	Outputs	Indicators	
			Short-Term	Longer-Term
<ul style="list-style-type: none"> Federal/State Legislation and Funding Federal Opportunity Announcement & Reporting Requirements Compliance & Safety Regulations/Certifications Data Systems & Information Technology Contractual Relationships and Partnerships Staff & Volunteers Promising and Best Practices 		Outcome 7: Enhance the competitiveness of SC through increased understanding of threats to food safety from microbial and chemical sources		
		6.2. Number of viable prevention, control and intervention strategies for all SC production scales for foodborne threats along the production continuum 3.2. Number of individuals (e.g. kitchens, culinary professionals, etc.) reached	7.1. Increased understanding of fecal indicators and pathogens 7.3. Increased understanding of pre/postharvest process impacts on microbial and chemical threats 7.4. Increased understanding of the roles of humans, plants and animals as vectors	7.2. Increased safety of all inputs into the SC chain 7.5. Number of growers/producers obtaining on-farm food safety certifications
		Outcome 8: Enhance the competitiveness of SC through enhancing or improving the economy as a result of SC development		
		8.1./2. Number of new rural/urban careers created 8.3./4. Number of jobs/small businesses maintained/created 8.5. Increased revenue/increased savings/one-time capital purchases (in dollars) 8.6. Number of new beginning farmers who went into SC production 8.7. Number of Socially disadvantaged farmers who went into SC production		

Table 8.2: FMLFPP As-Is Logic Model

Resources/Inputs	Activities	Outputs	Indicators	
			Short-Term	Longer-Term
<ul style="list-style-type: none"> Federal/State Legislation and Funding Federal Opportunity Announcement & Reporting Requirements Compliance & Safety Regulations/Certifications Data Systems & Information Technology Contractual Relationships and Partnerships Staff & Volunteers Promising and Best Practices 	<p>Marketing</p> <ul style="list-style-type: none"> Outreach: Including phone calls, emails, print/ tv/air/ social media, and other methods, including native website-based marketing tactics to contact and share information with stakeholders and partners Partnerships: Developing and maintaining partnerships with key organizations and stakeholders and recruiting new stakeholders and organizations to partner <p>Technical Assistance and Education</p> <ul style="list-style-type: none"> Offering targeted technical assistance to improve sales, customer outreach, marketing, and the diversity of products Hosting stakeholder workshops and trainings <p>Business Enterprise Planning and Tools</p> <ul style="list-style-type: none"> Creating strategic business/project plans Conducting stakeholder needs and resources assessments/audits and using data to inform project plans Creating digital databases, collaboration tools, or information repositories to enhance business acumen or enterprise 	Outcome 1: To increase consumption of and access to locally and regionally produced agriculture product		
		Total number of project beneficiaries/ stakeholders reached	1.c. Of the total number of stakeholders reached, the number that gained knowledge on how to access, produce, prepare, and/or preserve locally/regionally produced agriculture products	1.b. Of the total number of stakeholders reached, the number that reported buying, selling, aggregating, storing, producing, and/or distributing locally/regionally produced agriculture products
		Outcome 2: To increase customers and sales of local and regional agriculture products		
		2.a. Baseline and final sales numbers 2.b. Baseline and final customer counts	2.a. Percent change in sales 2.b. Percent change in customer counts	
		Outcome 3: To develop new market opportunities for farm and ranch operations serving local markets		
		3.a.-3.f. Number of new and/or existing delivery systems/ access points reached	3.h. Of the total number of delivery systems/access points reached, the number that reported an increase in revenue and that gained knowledge about new market opportunities	3.g. Of the total number of delivery systems/access points reached, the number that reported an increase in revenue 3.i./3.j. Number of new careers created and jobs maintained/ created 3.k. Number of new beginning farmers who when into local/regional food production 3.l. Number of socially disadvantaged farmers who went into local/regional food production
		Outcome 4: To improve the food safety of locally and regionally produced agriculture products		
		1.a./3.a.-3.f. Number of beneficiaries/ stakeholders reached and/or new and/ or existing delivery systems/access points reached	4.a. Total number of project individuals who gained knowledge about prevention detection, control, and intervention food safety practices	4.b./4.c. Number of individuals identified in 4.a. who reported increasing their food safety skills and knowledge, and/ or who obtained on-farm food safety certifications

Resources/Inputs	Activities	Outputs	Indicators		
			Short-Term	Longer-Term	
<ul style="list-style-type: none"> Federal/State Legislation and Funding Federal Opportunity Announcement & Reporting Requirements Compliance & Safety Regulations/Certifications Data Systems & Information Technology Contractual Relationships and Partnerships Staff & Volunteers Promising and Best Practices 	<ul style="list-style-type: none"> Conducting feasibility studies and economic analysis <p>Research and Analysis</p> <ul style="list-style-type: none"> Performing market research to assess consumer preferences, competitors, best practices, and/or upcoming trends Launch and monitor pilot programs to determine early model successes and gaps Survey stakeholders to gauge capacity, knowledge, and interest Marketing Establish partnerships Technical assistance Promotional materials Workshops Site visits Research and scientific experiments Needs assessments Business plan(s) 	Outcome 5: To establish or expand a local and regional food business enterprise			
		5.a. Number of unmet consumer needs, barriers to local foods, unserved populations, etc. identified through needs assessment	5.b. Number of plans (business, economic, feasibility) developed based on a comprehensive needs assessment	5.c. Amount of non-Federal financial, professional, and technical assistance measured in dollars secured as a result of the developed plan(s)	
		Outcome 6: Recipients are required to identify at least one outcome and indicator based on relevant project activities			
N/A					

Table 8.3: ACER As-Is Logic Model

Resources/Inputs	Activities	Outputs	Indicators		
			Short-Term	Longer-Term	
<ul style="list-style-type: none"> Federal/State Legislation and Funding Federal Opportunity Announcement & Reporting Requirements Compliance & Safety Regulations/Certifications Data Systems & Information Technology Contractual Relationships and Partnerships Staff & Volunteers Promising and Best Practices 	<p>Marketing</p> <ul style="list-style-type: none"> Outreach: Including phone calls, emails, print/tv/air/social media, and other methods, including native website-based marketing tactics to contact and share information with stakeholders and partners Partnerships: Developing and maintaining partnerships with key organizations and stakeholders and recruiting new stakeholders and organizations to partner <p>Technical Assistance and Education</p> <ul style="list-style-type: none"> Offering targeted technical assistance to improve sales, customer outreach, marketing, and the diversity of products Hosting stakeholder workshops and trainings <p>Business Enterprise Planning and Tools</p> <ul style="list-style-type: none"> Creating strategic business/project plans Conducting stakeholder needs and resources assessments/audits and using data to inform project plans Creating digital databases, collaboration tools, or information repositories to enhance business acumen or enterprise 	Outcome 1: To increase consumption of and access to maple syrup and maple-sap products			
		1.a. Total number of project beneficiaries/stakeholders reached	1.c. Of the number identified in 1.a, the number that gained knowledge on how to access or produce maple syrup or maple-sap products	1.b. Of the number identified in 1.a/c, the number that reported buying, selling, aggregating, storing, producing, and/ or distributing maple syrup or maple-sap products	
		Outcome 2: To increase sales of maple syrup or maple-sap products			
		2.a. Baseline and final sales numbers	2.a. Percent change in sales		
		Outcome 3: To develop new market opportunities for producers and processors of maple syrup and maple-sap products			
		1.a. Total number of project beneficiaries/stakeholders reached	3.a.-3.f. Number of new and/or existing delivery systems/ access points reached that expanded and/or improved maple syrup or maple-sap products	3.g. Of the maple syrup/sap product landowners or operators of privately held land containing maple trees reached, the number that reported an increase in revenue expressed in dollars	
				3.h. Of the maple syrup/sap product landowners or operators of privately held land containing maple trees reached, the number that reported an increase in maple sugaring activities	
				3.i. Of the maple syrup/sap product landowners or operators of privately held land containing maple trees reached, the number that reported an increase in maple syrup production	

Resources/Inputs	Activities	Outputs	Indicators	
			Short-Term	Longer-Term
<ul style="list-style-type: none"> Federal/State Legislation and Funding Federal Opportunity Announcement & Reporting Requirements Compliance & Safety Regulations/Certifications Data Systems & Information Technology Contractual Relationships and Partnerships Staff & Volunteers Promising and Best Practices 	<ul style="list-style-type: none"> Conducting feasibility studies and economic analysis <p>Research and Analysis</p> <ul style="list-style-type: none"> Performing market research to assess consumer preferences, competitors, best practices, and/or upcoming trends Launch and monitor pilot programs to determine early model successes and gaps Survey stakeholders to gauge capacity, knowledge, and interest 			<p>3.j./3.k. For number of jobs, farmers that went into production, the number of jobs maintained/created, and the number of new beginning farmers that began producing maple syrup or maple-sap products</p> <p>3.l. For number of jobs, farmers that went into production, the number of socially disadvantaged farmers that began producing maple syrup or maple-sap products</p>
		<p>Outcome 4: Adoption of best practices and technologies as a result of promotional activities resulting in increased yields, reduced inputs, increased efficiency, increased economic return, and conservation of resources</p>		
		<p>1.a. Total number of project beneficiaries/stakeholders reached</p>	<p>4.a. Number of producers indicating adoption of recommended practices</p>	<p>4.b. Number of producers reporting reduction in pesticides, fertilizer, or water used/acre</p> <p>4.c. Number of producers reporting increased dollar returns per acre or reduced cost per acre</p>

Table 8.4: DBI As-Is Logic Model

Resources/Inputs	Activities	Outputs	Indicators		
			Short-Term	Longer-Term	
<ul style="list-style-type: none"> Federal/State Legislation and Funding Federal Opportunity Announcement & Reporting Requirements Compliance & Safety Regulations/Certifications Data Systems & Information Technology Contractual Relationships and Partnerships Staff & Volunteers Promising and Best Practices 	<p>Marketing</p> <ul style="list-style-type: none"> Outreach: Including phone calls, emails, print/tv/air/social media, and other methods, including native website-based marketing tactics to contact and share information with stakeholders and partners Partnerships: Developing and maintaining partnerships with key organizations and stakeholders and recruiting new stakeholders and organizations to partner <p>Technical Assistance and Education</p> <ul style="list-style-type: none"> Offering targeted technical assistance to improve sales, customer outreach, marketing, and the diversity of products Hosting stakeholder workshops and trainings 	Outcome 1: To increase consumption of and access to dairy products			
		1.a. Total number of project beneficiaries/stakeholders reached	1.c. Of the total number that were reached, the number that gained knowledge on how to access, produce, prepare, and/or preserve dairy products	1.b. Of the total number of stakeholders identified in 1.a, the number that reported buying, selling, aggregating, storing, producing, and/or distributing dairy products	
		Outcome 2: Outcome 2: To increase sales of dairy products			
		2.a. Baseline and final sales numbers	2.a. Percent change in sales		
		Outcome 3: To develop new market opportunities for producers and processors of dairy products			
		1.a. Total number of project beneficiaries/stakeholders reached	3.a.-3.f. Number of new and/ or existing Delivery systems/ access points reached that expanded and/ or improved dairy products	3.g./3.h. Of the dairy businesses, the number that reported an increase in revenue and that reported an increase in dairy activities 3.i. Number that reported an increase in dairy product production and innovative marketing strategies	

Resources/Inputs	Activities	Outputs	Indicators	
			Short-Term	Longer-Term
<ul style="list-style-type: none"> • Federal/State Legislation and Funding • Federal Opportunity Announcement & Reporting Requirements • Compliance & Safety Regulations/ Certifications • Data Systems & Information Technology • Contractual Relationships and Partnerships • Staff & Volunteers • Promising and Best Practices 	<p>Business Enterprise Planning and Tools</p> <ul style="list-style-type: none"> • Creating strategic business/project plans • Conducting stakeholder needs and resources assessments/audits and using data to inform project plans • Creating digital databases, collaboration tools, or information repositories to enhance business acumen or enterprise • Conducting feasibility studies and economic analysis <p>Research and Analysis</p> <ul style="list-style-type: none"> • Performing market research to assess consumer preferences, competitors, best practices, and/or upcoming trends • Launch and monitor pilot programs to determine early model successes and gaps • Survey stakeholders to gauge capacity, knowledge, and interest 			<p>3.j./3.k. For number of jobs, farmers that went into production, the number of jobs maintained/ created, and the number of new beginning</p>

Recommended Logic Models

Instructions

Grant Thornton has drafted these preliminary performance measure recommendations in consultation with feedback provided by the NASDA Foundation, a national stakeholder survey, and a series of stakeholder interviews. These recommendations have not yet been validated in focus groups or through other external review processes and are subject to future revision. Internal use only. Do not distribute.

There are two “sides” to a Logic Model – a process side on the left (activities and outputs), and an outcomes side on the right (short-term and longer-term outcomes and indicators). As you read from left to right, the chain of reasoning the connection among program activities, outputs, and outcomes should become apparent if you think in if/then statements:

IF you accomplish your planned activities, then you will hopefully deliver the amount of product and/or service that you intended (outputs).

IF you accomplish your planned activities to the extent you intended (outputs), then participants will benefit in learning, knowledge, attitude and/or skills (short-term outcomes).

IF benefits are achieved, then changes in behavior and actions occur, after which social, economic, health, civic, and/or environmental impacts may occur (longer-term outcomes).

Table 9.1: SCBGP Recommended Logic Model

Activities	Outputs	Indicators	
		Short-Term	Longer-Term
Outcome 1: Increase Consumption and Consumer Purchasing of Specialty Crops			
<ul style="list-style-type: none"> Marketing Educational materials/ programs Outreach Create/explore sales opportunities 	<ul style="list-style-type: none"> Number of marketing strategies/plans developed and executed Number of marketing materials developed (provide counts for any used): a. Telephone scripts, b. Contact databases, c. Print marketing brochures/materials, d. Promotional videos created, e. Newsletters, f. Social media sites, g. Websites/web platforms, h. Other Technical assistance (TA) developed/ implemented: a. Educational materials/ courses b. TA sessions/ workshops c. 1-1 TA/ ad-hoc support Number of stakeholders reached through marketing, TA, and/or other methods 	<p>1.1 Total number of consumers who gained knowledge about specialty crops __. Of those, the number of 1.1a Adults __. 1.1b Children __.</p>	<p>1.2 Total number of consumers who reported purchasing more specialty crops __. Of those, the number of 1.2a Adults __. 1.2b Children __.</p> <p>1.3 Number of additional specialty crop customers counted</p> <p>1.4 Number of additional business transactions executed</p>

Activities	Outputs	Indicators	
		Short-Term	Longer-Term
	<ul style="list-style-type: none"> • Baseline established for sales in dollar amounts or a combination of volume and average price • Baseline established for number of specialty crop customers • Baseline established for average number of business transactions 		
Outcome 2: Increasing Access to Specialty Crops and Expanding Specialty Crop Production and Distribution			
<ul style="list-style-type: none"> • Marketing • Technical assistance • Educational materials/ programs • Business plan(s) • Outreach 	<ul style="list-style-type: none"> • Number of marketing plans/strategies developed and executed • Number of marketing materials developed (provide counts for any used): a. Telephone scripts, b. Contact databases, c. Print marketing brochures/materials, d. Promotional videos created, e. Newsletters, f. Social media sites, g. Websites/web platforms, h. Other • Technical assistance developed/implemented: <ul style="list-style-type: none"> • a. Educational/training materials/courses • b. TA sessions/ workshops • c. 1-1 TA/ ad-hoc support • Number of stakeholders reached through marketing, TA, and/or other methods • Number of market access points reached through marketing, technical assistance, and/or other methods: <ul style="list-style-type: none"> a. Farmers Markets, b. Roadside Stands, c. Agritourism, d. Grocery Stores, e. Wholesale Markets/ buyers, f. Restaurants, g. Agricultural Cooperatives, 	<p>2.1 Number of stakeholders that gained technical knowledge about producing, preparing, procuring, and/or accessing specialty crops</p> <p>2.2 Number of stakeholders that reported producing, preparing, procuring, and/ or accessing more specialty crops</p> <p>2.3 Total number of market access points for specialty crops developed or expanded ____. Of those, 2.3a the number of new online portals created to sell specialty crops, 2.3b the number with expanded seasonal availability, 2.3c the number of existing market access points that expanded specialty crop offerings, and 2.3d the number of new market access points that established specialty crop offerings</p> <p>2.4 Number of stakeholders that gained knowledge about more efficient and effective distribution systems</p>	<p>2.5 Number of stakeholders that adopted best practices or new technologies to improve distribution systems</p> <p>2.6 Total number of partnerships established between producers, distributors, and/or other relevant intermediaries related to distribution systems ____. 2.6a Of those, the number formalized with written agreements (i.e. MOU's, signed contracts, etc.) 2.6b Of those established, number of partnerships with underserved organizations</p> <p>2.7 Total number of new/ improved distribution systems developed ____. Of those, the number that 2.7a stemmed from new partnerships 2.7b increased efficiency 2.7c reduced costs 2.7d increased specialty crop grower participation 2.7e expanded customer reach 2.7f increased online presence</p> <p>2.8 Number of specialty crop-related jobs 2.8a created 2.8b maintained</p>

Activities	Outputs	Indicators	
		Short-Term	Longer-Term
	<p>h. Retailers, i. Distributors, j. Food Hubs, k. Shared-Use Kitchens, l. School Food Programs, m. Community-Supported Agriculture (CSAs), n. Other</p> <ul style="list-style-type: none"> • Number of feasibility studies conducted • Number of partnerships established • Number of operational plans developed and executed • Number of research studies, experiments, models, or other research-related activities conducted • Number of technologies/ best practices/innovation models researched to improve distribution systems and reduce costs of specialty crop distribution • Number of new market opportunities identified • Number of supply-chain inefficiencies identified • Baseline established for number of products offered (supplement with details in qualitative report) • Baseline established for number of specialty crop-industry jobs • Baseline established for number of specialty crop producers • Baseline established for sales and revenue in dollar amounts or a combination of volume and average price • Baseline established for costs in dollar amounts 		<p>2.9 Total number of new individuals who went into specialty crop production as a result of marketing _____. Of those, the number who are 2.9a beginning farmers or ranchers 2.9b socially disadvantaged farmers or ranchers</p> <p>2.10 Number of market access points that reported increased 2.10a revenue, 2.10b sales, and/or 2.10c cost-savings</p>
Outcome 3: Increase Food Safety Knowledge and Processes			
<ul style="list-style-type: none"> • Outreach • Research/ scientific experiments • Technical assistance • Workshops • Site visits 	<ul style="list-style-type: none"> • Number of outreach plans/strategies developed and executed • Number of outreach materials developed (provide counts for any used): 	<p>3.1 Number of stakeholders that gained knowledge about prevention, detection, control, and/ or intervention food safety practices, including relevant regulations (to improve their</p>	<p>3.2 Number of stakeholders that 3.2a established a food safety plan 3.2b revised or updated their food safety plan.</p> <p>3.3 Number of prevention, detection, or</p>

Activities	Outputs	Indicators	
		Short-Term	Longer-Term
	<ul style="list-style-type: none"> a. Telephone scripts, b. Contact databases, c. Print marketing brochures/materials, d. Promotional videos created, e. Newsletters, f. Social media sites, g. Websites/web platforms, h. Other Number of stakeholders reached through outreach, TA, and/or other methods • Technical Assistance developed/implemented: <ul style="list-style-type: none"> a. Educational/training materials/courses b. TA sessions/workshops c. 1-1 TA/ ad-hoc support • Number of stakeholders reached through outreach, technical assistance, and/or other methods • Number of operational plans developed and executed • Number of site visits focused on technical assistance and/or information gathering • Number of viable technologies, best practices, or strategies researched for the detection and characterization of specialty crop supply contamination from foodborne illness pathogens • Number of specialty crop producers/ processors reached about food safety best practices, processes, and regulations 	ability to comply with the Food Safety Modernization Act (FSMA) and/or meet the standards for aligned third party food safety audits such as Harmonized GAP/GHP)	<p>intervention practices developed or enhanced to mitigate food safety risks.</p> <p>3.4 Number of specialty crop stakeholders who implemented new/ improved prevention, detection, control, and intervention practices, tools, or technologies to mitigate food safety risks (to improve their ability to comply with the Food Safety Modernization Act (FSMA) and/or meet the standards for aligned third party food safety audits such as Harmonized GAP/ GHP).</p> <p>3.5 Number of stakeholders who 3.5a obtained or 3.5b maintained third-party food safety certifications (such as Good Agricultural Practices, Good Handling Practices, etc.)</p>
Outcome 4: Improve Pest and Disease Control Processes			
<ul style="list-style-type: none"> • Outreach • Technical assistance • Educational materials/ programs • Research/ scientific experiments • Business plan(s) 	<ul style="list-style-type: none"> • Number of outreach plans developed and executed • Number of outreach materials developed (provide counts for any used): a. Telephone scripts, b. Contact databases, c. Print 	<p>4.1 Number of stakeholders that gained knowledge about science-based tools to combat pests and diseases</p> <p>4.2 Number of stakeholders that adopted pest and disease control best practices, technologies, or innovations</p>	<p>4.5 Total number of producers/processors that enhanced or maintained pest and disease control practices ___. Of those, the number that reported 4.5a reduction in product lost to pest and diseases 4.5b improved crop quality</p>

Activities	Outputs	Indicators	
		Short-Term	Longer-Term
	<p>marketing brochures/ materials, d. Promotional videos created, e. Newsletters, f. Social media sites, g. Websites/web platforms, h. Other Number of stakeholders reached through outreach, TA, and/or other methods</p> <ul style="list-style-type: none"> • Technical Assistance developed/implemented: a. Educational/training materials/courses b. TA sessions/workshops c. 1-1 TA/ ad-hoc support • Number of stakeholders reached through outreach, technical assistance, and/or other methods • Number of feasibility studies conducted • Number of new diagnostic systems detecting specialty crop pests and diseases investigated • Number of management plans developed and executed • Baseline established for number of acres managed using pest and disease control practices and/or integrated pest management • Baseline established for labor costs related to pests and diseases • Baseline established for industry-relevant grade and/or quality labels (or other quality metrics described in qualitative report) 	<p>4.3 Number of stakeholders trained in early detection and rapid response practices to combat pests and diseases, and of those 4.3a the number of additional acres managed using integrated pest management.</p> <p>4.4 Number of new diagnostic systems, methods, technologies or other tools developed for analyzing specialty crop pests and diseases</p>	<p>4.5c reduction in labor costs 4.5d reduction in pesticide use</p> <p>4.6 Number of producers/ processors improving the efficiency of pest and disease control diagnostics and response testing, as reported by 4.6a improving speed 4.6b improving reliability 4.6c expanding capability 4.6d increasing testing (i.e. survey work for pests)</p>

Activities	Outputs	Indicators	
		Short-Term	Longer-Term
Outcome 5: Develop New Seed Varieties and Specialty Crops			
<ul style="list-style-type: none"> • Technical assistance • Educational materials/ programs • Research/ scientific experiments • Business 	<ul style="list-style-type: none"> • Technical assistance developed/implemented: a. Educational/training materials/courses b. TA sessions/workshops c. 1-1 TA/ ad-hoc support • Number of research studies, experiments, models, or other research-related activities conducted • Number of new cultivar/ seed variety-related research activities performed • Number of feasibility studies conducted • Number of business/ strategic plans developed and executed • Number of management plans developed and executed 	<p>5.1 Number of cultivar and/ or variety trials conducted, of those 5.1a the number of cultivar/variety trials evaluated</p>	<p>5.2 Number of cultivars and/or seed varieties developed</p> <p>5.3 Number of cultivars and/or seed varieties released</p> <p>5.4 Number of growers adopting new cultivars and/ or varieties</p> <p>5.5 Number of acres planted with new cultivars and/or varieties</p>
Outcome 6: Expand Specialty Crop Research and Development			
<ul style="list-style-type: none"> • Conduct research • Establish research collaborations/ networks • Share research results 	<ul style="list-style-type: none"> • Focus of research: a. Methods of storage for postharvest loss b. Nutrient profiling c. Technology improvements d. Pest/ Disease control e. Water use f. Pollinator health g. Soil health h. Other (please specify) • Number of research goals identified • Number of expert interviews conducted • Number of surveys developed/administered • Number of outside resources reviewed • Number of research collaborations/networks created • Number of technical experts hired/contracted • Number of experiments conducted • Number of poster sessions, conferences, or presentations attended 	<p>6.1 Number of research goals accomplished</p> <p>6.2 For research conclusions, the number that 6.2a yielded findings that supported continued research 6.2b yielded findings that led to completion of study 6.2c yielded findings that allow for implementation of new practice, process or technology</p>	<p>6.3 Number of industry representatives and other stakeholders who engaged with research results</p> <p>6.4 Total number of research outputs published to industry publications and/or academic journals ___. For each published research output, the 6.4a number of views/reads of published research/data 6.4b number of citations counted</p> <p><i>*For research outputs published formally to academic publications, recipients should note publication information, so AMS can track leadership and citation numbers after the end of the grant period.</i></p>

Activities	Outputs	Indicators	
		Short-Term	Longer-Term
	<ul style="list-style-type: none"> Number of repositories and/or public forums used to share research 		
Outcome 7: Improve Environmental Sustainability of Specialty Crops			
<ul style="list-style-type: none"> Technical assistance Educational materials/ programs Research/ scientific experiments Business plan(s) 	<ul style="list-style-type: none"> Number of outreach plans/strategies developed and executed Number of outreach materials developed (provide counts for any used): a. Telephone scripts, b. Contact databases, c. Print marketing brochures/materials, d. Promotional videos created, e. Newsletters, f. Social media sites, g. Websites/web platforms, h. Other Number of stakeholders reached through outreach, TA, and/or other methods Technical assistance developed/implemented: a. Educational/training materials/courses b. TA sessions/workshops c. 1-1 TA/ ad-hoc support Number of new or improved innovation models, technologies, networks, products, processes, etc. identified for specialty crop entities Number of best practices identified through research Number of research studies, experiments, models, or other research-related activities conducted Number of feasibility studies conducted 	<p>7.1 Number of stakeholders that gained knowledge about environmental sustainability best practices, tools, or technologies</p> <p>7.2 Number of stakeholders reported with an intent to adopt environmental sustainability best practices, tools, or technologies</p>	<p>7.3 Number of producers that adopted environmental 7.3a best practices 7.3b new tools or technologies</p> <p>7.4 Number of new tools/ technologies developed or enhanced to improve sustainability/ conservation or other environmental outcomes</p> <p>7.5 Number of additional acres managed with sustainable practices, tools, or technologies that focused on 7.5a water quality/ conservation 7.5b soil health 7.5c biodiversity 7.5d reduction in energy use 7.5e (optional) other positive environmental outcomes</p> <p>7.6 Number of additional acres established and maintained for the mutual benefit of pollinators/ specialty crops</p>

Activities	Outputs	Indicators	
		Short-Term	Longer-Term
	<ul style="list-style-type: none"> Number of technologies and/or best practices researched to improve conservation, sustainability, or other environmental outcomes in specialty crop operations Number of management plans developed and executed Baseline established for number of acres managed with sustainable practices, tools, or technologies that focus on the listed metrics Baseline established for number of acres maintained for the mutual benefit of pollinators/specialty crops 		

Table 9.2: FMLFPP Recommended Logic Model

Goal: To develop, coordinate, and expand direct producer-to-consumer markets to help increase access to and availability of locally and regionally produced agricultural products.

Activities	Outputs	Indicators	
		Short-Term	Longer-Term
Outcome 1: Develop Business Plans and Feasibility Studies			
<ul style="list-style-type: none"> Needs assessment Technical assistance 	<ul style="list-style-type: none"> Needs assessment(s) conducted (number of if applicable) Number of impact studies conducted Number of technical experts hired/contracted Number of gap/market analyses conducted Number of potential partnerships identified between local/regional food entities Number of products reviewed for improvement Outputs for indicator 1.4 stem from program activities completed in pursuit of indicators 1.1-1.3 	<p>1.1 Number of feasibility studies conducted</p> <p>1.2 Number of the following identified through needs assessment or feasibility studies 1.2a new markets 1.2b unmet consumer needs 1.2c barriers to local foods 1.2d unserved populations 1.2e supply chain gaps 1.2f partnership opportunities, and/or 1.2g other identified needs</p>	<p>1.3 Number of projects 1.3a deemed viable after conducting feasibility study, or 1.3b deemed not viable after conducting feasibility study</p> <p>1.4 Number of business development plans created</p>

Activities	Outputs	Indicators	
		Short-Term	Longer-Term
Outcome 2: Facilitate Regional Food Chain Coordination and Increase Capacity of Direct-to-Consumer Entities			
<ul style="list-style-type: none"> Partnership/ collaboration meetings Trainings 	<ul style="list-style-type: none"> Number of coordination/ partnership strategies developed Number of impact assessments conducted Number of collaboration meetings conducted Number of new market opportunities identified Number of partnership/ collaboration meetings conducted Baseline established for relevant metrics (reach, volume capacity, efficiency) Annual review of strategic plan (if applicable) Number of gap or market analyses conducted Number of training opportunities established Technical assistance (TA) developed/ implemented: a. Educational materials/ courses b. TA sessions/ workshops c. 1-1 TA/ ad-hoc support 	<p>2.1 Total number of partnerships and/ or collaborations established between producers/ processors and local/regional supply networks____. 2.1a Of those established, the number formalized with written agreements (i.e. MOU's, signed contracts, etc.) 2.1b Of those established, the number of partnerships with underserved organizations</p> <p>2.3 Total number of stakeholders trained on how to develop or maintain a direct-to-consumer enterprise____. 2.3a Of those trained, the number that are beginning producers</p>	<p>2.2 Of the total number of partnerships and collaborations identified in 2.1, the number that reported 2.2a expanded/ improved regional food systems 2.2b higher profits 2.2c more efficient transportation 2.2d improved marketing channels 2.2e and/or other mid-tier value chain enhancements</p> <p>2.4 Number of strategic plans developed or updated</p> <p>2.5 Total number of new direct producer-to-consumer market access points established____. Of those, the number that were 2.5a farmers markets 2.5b roadside stands 2.5c agritourism 2.5d grocery stores 2.5e wholesale markets/buyers 2.5f restaurants 2.5g agricultural cooperatives 2.5h retailers 2.5i distributors 2.5j food hubs 2.5k shared-use kitchens 2.5l school food programs 2.5m community-supported agriculture (CSAs) 2.5n other</p>
Outcome 3: Enhance the Market for Local/Regional Agricultural Products			
<ul style="list-style-type: none"> Marketing Technical assistance Educational materials/ programs Workshops Engage new and existing marketing/ distribution points, including institutions, food hubs, and food processors 	<ul style="list-style-type: none"> Number of marketing plans/strategies developed and executed Number of marketing materials developed and executed (provide counts for any used): a. telephone scripts b. contact databases, c. print marketing brochures/materials, d. promotional videos created, e. newsletters, f. social media sites, g. websites/web platforms, h. other Technical assistance developed/implemented: a. Educational/training materials/courses b. TA sessions/workshops c. 1-1 TA/ ad-hoc support 	<p>3.1 Number of stakeholders that gained technical knowledge about producing, procuring, and/or accessing local/regional foods. Of those, the number that were 3.1a farmers markets 3.1b roadside stands 3.1c agritourism 3.1d grocery stores 3.1e wholesale markets/buyers 3.1f restaurants 3.1g agricultural cooperatives 3.1h retailers 3.1i distributors 3.1j food hubs 3.1k shared-use kitchens 3.1l school food programs 3.1m community-supported agriculture (CSAs) 3.1n other</p>	<p>3.3 Number of new tools/ technologies developed to improve local/regional food processing, distribution, aggregation, or storage 3.3a Number of stakeholders trained to use new tools/ technologies</p> <p>3.4 Number of delivery systems/market access points that reported increased or improved 3.4a processing 3.4b distribution 3.4c storage 3.4d aggregation of locally/ regionally produced agricultural products</p> <p>3.5 Total number of delivery systems/market access points that established and/ or expanded local/regional</p>

Activities	Outputs	Indicators	
		Short-Term	Longer-Term
	<ul style="list-style-type: none"> • Number of market access points/delivery systems reached through marketing, technical assistance, and/or other methods: a. Farmers Markets, b. Roadside Stands, c. Agritourism, d. Grocery Stores, e. Wholesale Markets/buyers, f. Restaurants, g. Agricultural Cooperatives, h. Retailers, i. Distributors, j. Food Hubs, k. Shared-Use Kitchens, l. School Food Programs, m. Community-Supported Agriculture (CSAs), n. Other • Number of technologies and/or best practices researched to improve local/regional food distribution or transportation • Number of feasibility studies conducted • Baseline established for relevant metrics (volume, capacity, efficiency) • Number of partnerships established • Number of operational plans developed and executed • Baseline established or number of products offered (supplement with details in qualitative report) • Baseline established for sales in dollar amount or a combination of volume and average price • Baseline established for revenue in dollar amount • Baseline established for costs in dollar amount 	<p>3.2 Total number of delivery systems/market access points that increased engagement with local/regional producers ____.</p> <p>Of those, the number that were 3.2a farmers markets 3.2b roadside stands 3.2c agritourism 3.2d grocery stores 3.2e wholesale markets/buyers 3.2f restaurants 3.2g agricultural cooperatives 3.2h retailers 3.2i distributors 3.2j food hubs 3.2k shared-use kitchens 3.2l school food programs 3.2m community-supported agriculture (CSAs) 3.2n other</p>	<p>agricultural product or service offerings ____.</p> <p>Of those, the number that were 3.5a farmers markets 3.5b roadside stands 3.5c agritourism 3.5d grocery stores 3.5e wholesale markets/buyers 3.5f restaurants 3.5g agricultural cooperatives 3.5h retailers 3.5i distributors 3.5j food hubs 3.5k shared-use kitchens 3.5l school food programs 3.5m community-supported agriculture (CSAs) 3.5n other</p> <p>3.6 Number of delivery systems/market access points that reported increased 3.6a revenue, 3.6b sales, and/or 3.6c cost savings</p>

Activities	Outputs	Indicators	
		Short-Term	Longer-Term
Outcome 4: Increase Viability of Local/Regional Producers and Processors			
<ul style="list-style-type: none"> Marketing Technical assistance Educational materials/ programs Workshops Stakeholders Calculate baselines Research 	<ul style="list-style-type: none"> Number of marketing plans/strategies developed and executed Number of marketing materials developed and executed (provide counts for any used): <ol style="list-style-type: none"> telephone scripts contact databases, print marketing brochures/materials, promotional videos created, newsletters, social media sites, websites/web platforms, other Technical assistance developed/implemented: <ol style="list-style-type: none"> Educational/training materials/courses TA sessions/workshops 1-1 TA/ ad-hoc support Number of producers/ processors reached through marketing, technical assistance, and/or other methods Number of value-added products researched Baseline established for number of local/regional agricultural jobs Baseline established for sales in dollar amounts or a combination of volume and average price Baseline established for revenue in dollar amount Baseline established for costs in dollar amount Baseline established for costs in dollar amount Baseline established for number of local/regional producers 	<p>4.1 Number of producers/ processors who gained knowledge about new market opportunities</p> <p>4.2 Number of producer/ processors that reported increased engagement with new delivery systems or market access points</p> <p>4.3 Number of producers/ processors that implemented new or improved operational methods</p>	<p>4.4 Number of value-added agricultural products developed</p> <p>4.5 Number of producers/ processors that reported selling new local/regional food products 4.5a Number that reported selling new value-added products</p> <p>4.6 Number of producers/ processors that reported a reduction in on-farm food waste through new business opportunities and marketing</p> <p>4.7 Number of producers/ processors that reported increased 4.7a revenue, 4.7b sales, and/or 4.7c cost savings due to local/ regional food, operational, and/or value-added product activities</p> <p>4.8 Number of local/regional agricultural jobs 4.8a created or 4.8b maintained</p> <p>4.9 Total number of new producers who went into local/regional food production. Of those, number who are 4.9a beginning farmers/ ranchers 4.9b socially disadvantaged farmers/ranchers 4.9c family farmers/ranchers 4.9d veteran farmers/ranchers</p>

Activities	Outputs	Indicators	
		Short-Term	Longer-Term
Outcome 5: Improve Food Safety of Locally and Regionally Produced Agricultural Products			
<ul style="list-style-type: none"> • Outreach • Technical assistance • Educational materials/ programs • Workshops 	<ul style="list-style-type: none"> • Number of outreach plans/strategies developed and executed • Number of outreach materials developed and executed (provide counts for any used): <ul style="list-style-type: none"> a. telephone scripts b. contact databases, c. print marketing brochures/materials, d. promotional videos created, e. newsletters, f. social media sites, g. websites/web platforms, h. other • Technical assistance developed/implemented: <ul style="list-style-type: none"> a. Educational/training materials/courses b. TA sessions/workshops c. 1-1 TA/ ad-hoc support • Number of stakeholders reached through outreach, technical assistance, and/or other methods • Number of partnerships established • Number of operational plans developed and executed 	<p>5.1 Number of stakeholders that gained knowledge about prevention, detection, control, and/ or intervention food safety practices, including relevant regulations (to improve their ability to comply with the Food Safety Modernization Act (FSMA) and/or meet the standards for aligned third party food safety audits such as Harmonized GAP/ GHP)</p> <p>5.2 Number of stakeholders that 5.2a established a food safety plan 5.2b revised or updated their food safety plan</p>	<p>5.3 Number of stakeholders that implemented new/ improved prevention, detection, control, and intervention practices, tools, or technologies to mitigate identified food safety risks (to improve their ability to comply with the Food Safety Modernization Act (FSMA) and/or meet the standards for aligned third party food safety audits such as Harmonized GAP/GHP)</p> <p>5.4 Number of prevention, detection, control, or intervention practices developed or enhanced to mitigate food safety risks</p> <p>5.6 Number of stakeholders that 5.6a purchased or 5.6b upgraded food safety equipment</p>
Outcome 6: Increase Consumption and Consumer Purchasing of Local/Regional Agricultural Products			
<ul style="list-style-type: none"> • Marketing • Educational materials/ programs • Outreach • Create/explore sales opportunities 	<ul style="list-style-type: none"> • Number of marketing strategies developed and executed • Number of marketing materials developed and executed (provide counts for any used): <ul style="list-style-type: none"> a. telephone scripts b. contact databases, c. print marketing brochures/materials, d. promotional videos created, e. newsletters, f. social media sites, g. websites/web platforms, h. other • Number of stakeholders reached for each of the above marketing materials used 	<p>6.1 Total number of consumers who gained knowledge about local/ regional agricultural products ____.</p> <p>6.1a Adults 6.1b Children</p>	<p>6.2 Total number of consumers who consumed more local/regional agricultural products ____.</p> <p>6.2a Adults 6.2b Children</p> <p>6.3 Number of additional local/regional agricultural product customers counted</p> <p>6.4 Number of additional business transactions executed for local/regional agricultural products</p> <p>6.5 Increased sales measured in 6.5a dollars, 6.5b percent change, or 6.5c combination of volume and average price as a result of enhanced marketing activities</p>

Table 9.3: Acer Recommended Logic Model

Activities	Outputs	Indicators	
		Short-Term	Longer-Term
Outcome 1: Increase consumption of maple syrup and maple-sap products			
<ul style="list-style-type: none"> Marketing Focus groups Marketing workshops 	<ul style="list-style-type: none"> Consumer awareness or education campaigns developed and executed Number of marketing materials developed (provide counts for any used): a. Telephone scripts, b. Contact databases, c. Print marketing brochures/materials, d. Promotional videos created, e. Newsletters, f. Social media sites, g. Websites/web platforms, h. Other Technical assistance (TA) developed/ implemented: a. Educational materials/ courses b. TA sessions/ workshops c. 1-1 TA/ ad-hoc support Number of stakeholders reached through marketing, technical assistance, and/or other methods Baseline established for number of maple customers Baseline established for average number of business transactions Baseline established for sales in dollar amount or a combination of volume and average price 	<p>1.1 Total number of consumers who gained knowledge about maple syrup and maple-sap products ____.</p> <p>1.1a Adults</p> <p>1.1b Children</p>	<p>1.2 Total number of consumers who consumed more maple syrup and maple-sap products ____.</p> <p>1.2a Adults 1.2b Children</p> <p>1.3 Number of additional maple product customers counted</p> <p>1.4 Number of additional business transactions executed</p> <p>1.5 Increased sales measured in 1.5a dollars, 1.5b percent change, or 1.5c combination of volume and average price as a result of enhanced marketing activities</p>
Outcome 2: Develop New Market Opportunities for Maple Producers and Processors			
<ul style="list-style-type: none"> Marketing Establish partnerships Technical assistance 	<ul style="list-style-type: none"> Technical assistance developed/ implemented: a. Educational/training materials/courses b. TA sessions/ workshops c. 1-1 TA/ ad-hoc support Number of marketing plans/strategies developed and executed 	<p>2.1 Total number of existing market access points that established and/or expanded maple syrup or maple-sap offerings ____.</p> <p>Of those, the number that were 2.1a farmers markets 2.1b roadside stands 2.1c agritourism 2.1d grocery stores 2.1e wholesale</p>	<p>2.3 Total number of partnerships and/or collaborations established between maple producers/ processors and market access points ____.</p> <p>2.3a Of those established, the number formalized with written agreements (i.e. MOU's, signed contracts, etc.) 2.3b Of those</p>

Activities	Outputs	Indicators	
		Short-Term	Longer-Term
	<ul style="list-style-type: none"> Number of marketing materials developed (provide counts for any used): a. Telephone scripts, b. Contact databases, c. Print marketing brochures/materials, d. Promotional videos created, e. Newsletters, f. Social media sites, g. Websites/web platforms, h. Other Number of market access points reached through marketing, technical assistance, and/or other methods: a. Farmers Markets, b. Roadside Stands, c. Agritourism, d. Grocery Stores, e. Wholesale Markets/buyers, f. Restaurants, g. Agricultural Cooperatives, h. Retailers, i. Distributors, j. Food Hubs, k. Shared-Use Kitchens, l. School Food Programs, m. Community-Supported Agriculture (CSAs), n. Other Number of feasibility studies conducted Number of partnership/collaboration meetings conducted Number of partnerships established Number of operational plans developed and executed Baseline established for number of products offered (supplement with details in qualitative report) Number of outreach plans/strategies developed and executed 	<p>markets/buyers 2.1f restaurants 2.1g agricultural cooperatives 2.1h retailers 2.1i distributors 2.1j food hubs 2.1k shared-use kitchens 2.1l school food programs 2.1m community-supported agriculture (CSAs) 2.1n other</p> <p>2.2 Total number of new market access points that established maple syrup or maple-sap offerings _____. Of those, the number that were 2.2a farmers markets 2.2b roadside stands 2.2c agritourism 2.2d grocery stores 2.2e wholesale markets/buyers 2.2f restaurants 2.2g agricultural cooperatives 2.2h retailers 2.2i distributors 2.2j food hubs 2.2k shared-use kitchens 2.2l school food programs 2.2m community-supported agriculture (CSAs) 2.2n other</p>	<p>established, the number or partnerships with underserved organizations 2.4 Of the total number of partnerships and collaborations identified in 2.4, the number that reported 2.4a expanded/improved maple infrastructure 2.4b higher profits 2.4c more efficient transportation channels 2.4d improved marketing channels 2.4e and/or other mid-tier value chain enhancements</p> <p>2.5 Number of new or existing producers/processors who increased production to meet increased demand in new/additional market access points.</p> <p>2.6 Number of maple producers/processors that increased revenue by pursuing new/increased market opportunities</p>

Activities	Outputs	Indicators	
		Short-Term	Longer-Term
	<ul style="list-style-type: none"> Number of impact assessments conducted Number of new market opportunities identified 		
Outcome 3: Increase the Number of New Maple Producers and Expand Capacity of Existing Maple Producers			
<ul style="list-style-type: none"> Promotional materials Workshops Site visits Research and scientific experiments Needs assessments Business plan(s) 	<ul style="list-style-type: none"> Number of marketing plans/strategies developed and executed Number of marketing materials developed (provide counts for any used): a. Telephone scripts, b. Contact databases, c. Print marketing brochures/materials, d. Promotional videos created, e. Newsletters, f. Social media sites, g. Websites/web platforms, h. other Technical assistance (TA) developed/ implemented: a. Educational materials/courses b. TA sessions/workshops c. 1-1 TA/ ad-hoc support Number of stakeholders reached through marketing, technical assistance, and/or other methods Number of best practices identified through research Number of management plans developed and executed Number of collaboration meetings conducted Number of partnerships established Number of new market opportunities identified Number of feasibility studies conducted Number of operational plans developed and executed Baseline established for number of products offered (supplement with details in qualitative report) 	<p>3.1 Number of producers, processors, private landowners, or other stakeholders that gained knowledge about maple production or maple business improvement methods</p> <p>3.2 Number of producers or processors that adopted new maple production or maple business improvement methods</p> <p>3.3 Number of producers/processors that learned about new or improved quality management procedures, and of those 3.3a the number that implemented these procedures</p>	<p>3.4 Number of 3.4a. landowners 3.4b. lessors 3.4c. free-access individuals 3.4d. students reported with an intent to enter the maple market</p> <p>3.5 Number of 3.5a. private landowners 3.5b. lessors 3.5c. free-access individuals 3.5d. students 3.5e or other producers that initiated maple sugaring activities.</p> <p>3.6 Number of 3.6a. private landowners 3.6b. lessors 3.6c. free-access individuals 3.6d. students 3.6e or other producers that established long-term partnerships to maintain maple sugaring activities</p> <p>3.7 Number of producers/processors that expanded their maple product line</p> <p>3.8 Number of producers that increased production 3.8a from small-scale levels to mid-scale levels or 3.8b from mid-scale levels to commercial-scale levels</p> <p>3.9 Number of maple producers that reported increased 3.9a maple syrup production (gallons), 3.9b sales, 3.9c price/gallon, and/or 3.9d cost-savings</p> <p>3.10 Number of maple-related jobs 3.10a created or 3.10b maintained</p>

Activities	Outputs	Indicators	
		Short-Term	Longer-Term
	<ul style="list-style-type: none"> • Baseline established for sales in dollar amounts or a combination of volume and average price • Baseline established for equipment (sap collection infrastructure) purchased/installed • Baseline established for price/gallon in dollar amounts • Baseline established for costs in dollar amounts • Baseline established for number of maple-industry jobs • Baseline established for number of maple producers 		
Outcome 4: Expand Maple Research and Development			
<ul style="list-style-type: none"> • Conduct research • Establish research collaborations/networks • Share research results 	<ul style="list-style-type: none"> • Focus of research: a. Methods of storage for postharvest loss b. Nutrient profiling c. Technology improvements d. Pest/ Disease control e. Water use f. Pollinator health g. Soil health h. Other (please specify) • Number of research goals identified • Number of expert interviews conducted • Number of surveys developed/administered • Number of outside resources reviewed • Number of research collaborations/networks created • Number of technical experts hired/contracted • Number of experiments conducted • Number of poster sessions, conferences, or presentations attended • Number of repositories and/or public forums used to share research 	<p>4.1 Number of research goals accomplished</p> <p>4.2 For research conclusions, the number that 4.2a yielded findings that supported continued research 4.2b yielded findings that led to completion of study 4.2c yielded findings that allow for implementation of new practice, process, or technology</p>	<p>4.3 Number of industry representatives and other stakeholders that engaged with research results</p> <p>4.4 Total number of research outputs published to industry publications and/ or academic journals____. For each published research output, the 4.4a number of views/reads of published research/ data 4.4b number of citations counted</p> <p><i>*For research outputs published formally to academic publications, recipients should note publication information, so AMS can track readership and citation numbers after the end of the grant period.</i></p>

Activities	Outputs	Indicators	
		Short-Term	Longer-Term
Outcome 5: Promote Natural Resource Sustainability in the Maple Syrup Industry			
<ul style="list-style-type: none"> • Marketing • Research and scientific experiments • Management plans • Technical assistance • Workshops • Site Visits 	<ul style="list-style-type: none"> • Number of outreach plans/strategies developed and executed • Number of outreach materials developed (provide counts for any used): a. Telephone scripts, b. Contact databases, c. Print marketing brochures/ materials, d. Promotional videos created, e. Newsletters, f. Social media sites, g. Websites/ web platforms, h. other • Technical assistance (TA) developed/ implemented: a. Educational materials/ courses b. TA sessions/ workshops c. 1-1 TA/ ad-hoc support • Number of stakeholders reached through outreach, technical assistance, and/or other methods • Number of research studies, experiments, models, or other research-related activities conducted • Number of technologies and/or best practices researched to improve conservation, sustainability, or other environmental outcomes • Number of feasibility studies conducted • Number of management plans developed and executed • Number of site visits conducted for information gathering/technical assistance • Baseline established for number of taps managed using sustainable best practices • Baseline established for number of dollar returns or input costs per tap 		

Table 9.4: DBI Recommended Logic Model

Goal: To assist DBI initiatives in managing regional efforts to support dairy businesses in the development, production, marketing, and distribution of dairy products.

Activities	Outputs	Indicators	
		Short-Term	Longer-Term
Outcome 1: Encourage the Use of Regional Milk Production			
<ul style="list-style-type: none"> Develop outreach strategies Coordinate partnerships and/or development strategies Conduct economic impact studies Identify educational/operational collaborations 	<ul style="list-style-type: none"> Number of outreach plans/strategies developed and executed Number of potential partners identified Number of potential collaborators identified Number of collaboration meetings conducted Number of impact assessments conducted Number of new market opportunities identified Number of partnerships established 	<p>1.1 Total number of partnerships and/ or collaborations established between dairy producers/processors and local/regional supply networks____. 1.1a Of those established, the number formalized with written agreements (i.e. MOU's, signed contracts, etc.) 1.1b Of those established, the number of partnerships with underserved organizations 1.1c Of those established, the number of partnerships with dairy cooperatives</p>	<p>1.2 Of the total number of partnerships and collaborations identified in 1.1, the number that reported 1.2a expanded/improved local/regional dairy infrastructure 1.2b higher profits 1.2c more efficient transportation 1.2d improved marketing channels 1.2e increased volume of local/regional milk used 1.2f and/or other mid-tier value chain enhancements</p>
Outcome 2: Diversify and Expand Dairy Product Market Opportunities			
<ul style="list-style-type: none"> Identify new and existing market opportunities Develop marketing and outreach materials Hold discussions on innovative processing Conduct research on improving dairy products Create technical assistance materials Develop workshops Conduct site visits Create new dairy products Market new dairy products to producers and access points 	<ul style="list-style-type: none"> Number of new and existing market opportunities identified Number of marketing and outreach materials developed Number of print marketing materials converted to digital formats Technical assistance (TA) developed/ implemented: a. Educational materials/ courses b. TA sessions/ workshops c. 1-1 TA/ ad-hoc support Total number of projects focused on enhancing value of dairy products through new uses and process innovations Number of marketing plans/strategies developed and executed 	<p>2.1 Number of dairy businesses that implemented new marketing procedures 2.2 Total number of existing market access points that established and/or expanded dairy product offerings____. Of those, the number that were 2.2a farmers markets 2.2b roadside stands 2.2c agritourism 2.2d grocery stores 2.2e wholesale markets/buyers 2.2f restaurants 2.2g agricultural cooperatives 2.2h retailers 2.2i distributors 2.2j food hubs 2.2k shared-use kitchens 2.2l school food programs 2.2m community-supported agriculture (CSAs) 2.2n other 2.3 Total number of <i>new</i> market access points that</p>	<p>2.4 Number of dairy businesses that increased dairy product sales by selling to new/additional market access points to meet increased demand 2.5 Number of market access points reporting increased sales of dairy products</p>

Activities	Outputs	Indicators	
		Short-Term	Longer-Term
	<ul style="list-style-type: none"> • Number of marketing materials developed (provide counts for any used): a. Telephone scripts, b. Contact databases, c. Print marketing brochures/materials, d. Promotional videos created, e. Newsletters, f. Social media sites, g. Websites/web platforms, h. Other • Number of market access points reached through marketing, technical assistance, and/or other methods: a. Farmers Markets, b. Roadside Stands, c. Agritourism, d. Grocery Stores, e. Wholesale Markets/ buyers, f. Restaurants, g. Agricultural Cooperatives, h. Retailers, i. Distributors, j. Food Hubs, k. Shared-Use Kitchens, l. School Food Programs, m. Community-Supported Agriculture (CSAs), n. other • Number of feasibility studies conducted • Number of partnerships established • Number of operational plans developed and executed • Baseline established for number of products offered (supplement with details in qualitative report) 	<p>established dairy product offerings .Of those, the number that were 2.3a farmers markets 2.3b roadside stands 2.3c agritourism 2.3d grocery stores 2.3e wholesale markets/buyers 2.3f restaurants 2.3g agricultural cooperatives 2.3h retailers 2.3i distributors 2.3j food hubs 2.3k shared-use kitchens 2.3l school food programs 2.3m community-supported agriculture (CSAs) 2.3n other</p>	

Activities	Outputs	Indicators	
		Short-Term	Longer-Term
Outcome 3: Promote business development that diversifies farmer income through processing and marketing innovations			
<ul style="list-style-type: none"> Identify marketing strategies Develop marketing materials Develop educational/promotional materials (sales-based vs education-based activities) Identify new processing procedures to improve dairy product development Develop marketing materials Hold discussions on development expansion Conduct workshops to provide technical assistance and education about dairy opportunities Conduct site visits Conduct research and scientific Conduct needs assessments 	<ul style="list-style-type: none"> Number of marketing plans/strategies developed and executed Number of marketing materials developed (provide counts for any used): a. Telephone scripts, b. Contact databases, c. Print marketing brochures/materials, d. Promotional videos created, e. Newsletters, f. Social media sites, g. Websites/web platforms, h. Other Technical assistance (TA) developed/ implemented: a. Educational materials/courses b. TA sessions/workshops c. 1-1 TA/ad-hoc support Number of partnerships established Number of research studies, experiments, models, or other research-related activities conducted Number of applicable insights/ best practices/ technologies/ innovations investigated Number of new processes or production methods researched and identified Number of dairy businesses that learned about innovative dairy processes Number of dairy businesses that learned about new dairy products Number of feasibility studies conducted 	<p>3.1 Number of dairy businesses that gained knowledge about dairy product development or dairy business improvement methods</p> <p>3.2 Number of dairy businesses that implemented new or modified dairy processes or production methods</p> <p>3.3 Number of dairy businesses that expanded their existing dairy product line</p>	<p>3.4 Number of dairy businesses that began producing dairy products</p> <p>3.5 Number of dairy products created or enhanced</p> <p>3.6 Number of dairy businesses that increased dairy product sales measured in 3.6a dollars, 3.6b percentage change, or 3.6c combination of volume and average price</p> <p>3.7 Number of dairy-related jobs 3.7a created or 3.7b maintained</p>

Activities	Outputs	Indicators	
		Short-Term	Longer-Term
	<ul style="list-style-type: none"> • Number of operational plans developed and executed • Baseline established or number of products offered (supplement with details in qualitative report) • Baseline established for sales in dollar amount or a combination of volume and average price • Baseline established for number of dairy-industry jobs 		

Program Goals

FMPP

FMPP funds projects that develop, coordinate, and expand direct producer-to-consumer markets to help increase access to and availability of locally and regionally produced agricultural products. The program focuses on:

- Supporting and promoting domestic direct producer-to-consumer marketing such as farmers markets, roadside stands, agritourism activities, community-supported agriculture programs (CSA), or online sales;
- Encouraging the development of value-added agricultural products;
- Developing marketing strategies for producers of local food and value-added products;
- Facilitating regional food chain coordination and mid-tier value chain development;
- Promoting new business opportunities and marketing strategies to reduce on-farm food waste;
- Responding to changing technology needs in direct producer-to-consumer marketing; and
- Covering expenses related to costs incurred in obtaining food safety certification and making changes and upgrades to practices and equipment to improve food safety

LFPP

LFPP funds projects that develop, coordinate and expand local and regional food business enterprises that engage as intermediaries in indirect producer to consumer marketing to help increase access to and availability of locally and regionally produced agricultural products. The program focuses on:

- Supporting and promoting local and regional food business enterprises that engage as intermediaries in indirect producer-to-consumer marketing;
- Supporting the processing, aggregation, distribution, and storage of local and regional food products that are marketed locally or regionally, including value-added agricultural products;
- Encouraging the development of value-added agricultural products;
- Assisting with business development plans and feasibility studies;
- Developing marketing strategies for producers of local food products and value-added agricultural products in new and existing markets;
- Facilitating regional food chain coordination and mid-tier value chain development;
- Promoting new business opportunities and marketing strategies to reduce on-farm food waste;

- Responding to changing technology needs in indirect producer-to-consumer marketing; and
- Covering expenses to cost incurred in obtaining food safety certification related and
- Improvements to food safety practices and equipment.

DBI

This program assists DBI initiatives in managing regional efforts to support dairy businesses in the development, production, marketing, and distribution of dairy products. These initiatives specifically focus on:

- Diversifying dairy product markets to reduce risk and develop higher value uses for dairy products;
- Promoting business development that diversifies farmer income through processing and marketing innovation; and
- Encouraging the use of regional milk production.

Acer

To support the efforts of States, tribal governments, and research institutions to promote the domestic maple syrup industry through the following activities:

- Promotion of research and education related to maple syrup production.
- Promotion of natural resource sustainability in the maple syrup industry.
- Market promotion for maple syrup and maple-sap products.
- Encouragement of owners and operators of privately held land containing species of trees in the genus Acer
 - to initiate or expand maple-sugaring activities on the land; or
 - to voluntarily make the land available, including by lease or other means, for access by the public for maple-sugaring activities.

SCBGP

SCBGP assists State departments of agriculture in the 50 States, American Samoa, the Commonwealth of the Northern Mariana Islands, the Commonwealth of Puerto Rico, the District of Columbia, Guam, and the U.S. Virgin Islands to enhance the competitiveness of specialty crops by—

- leveraging efforts to market and promote specialty crops;
- assisting producers with research and development relevant to specialty crops;
- expanding availability and access to specialty crops; and
- addressing local, regional, and national challenges confronting specialty crop producers.

RFSP

Supports partnerships that connect public and private resources to plan and develop local or regional food systems. The RFSP focuses on building and strengthening local or regional food economy viability and resilience by alleviating unnecessary administrative and technical barriers for participating partners.

FSMIP

To explore new market opportunities for U.S. food and agricultural products, and encourage research and innovation aimed at improving the efficiency and performance of the U.S. agricultural marketing system. FSMIP funds a wide range of applied research projects that address barriers, challenges, and opportunities in marketing, transportation, and distribution of U.S. food and agricultural products domestically and internationally.

SPMGP

The purpose of SPMGP is to develop projects that strengthen and enhance the production and marketing of sheep and sheep products in the United States, including the improvement of infrastructure, business, and resource development, and the development of innovative approaches to solve long-term need. The SPMGP seeks to develop solutions for practical problems on a national basis and address the needs of the entire sheep industry, while focusing on the measurable benefits for sheep producers, encouraging partnerships among other sheep industry organizations, and reducing duplication of effort among participating organizations.

Definitions

Table 11.1: General Definitions

General definitions are non-program specific terms (e.g., terms found in at least two grant programs and are not specific to an industry).

Themes	Definition
1-1 Technical Assistance (TA)/Ad-Hoc Support	Individual consulting service related to technical assistance.
Additional	Added, extra, or supplementary to what is already present or available. Intended for recipients/subrecipients to measure/determine “additional” via estimating an average baseline and note whether an increase has occurred after performing grant activities.
Best Practices	A procedure that has been shown by research and experience to produce optimal results and that is established or proposed as a standard suitable for widespread adoption.
Business Improvement Method	Process of identifying, analyzing, and improving existing business practices to optimize performance, meet best practice standards, or improve quality or user experience.
Business Transactions	Sale count or exchange of industry-related product or service with another party for money. Includes both online and in-person transactions.
Collaboration	Cooperation with a person or an organization unaffiliated with the applicant in the conduct of the project and is not immediately connected to the management of the project.
Consumer	An individual who ingests or uses an industry-related product, including buying in bulk.
Consumption	The ingestion or use of an industry-related product, including buying in bulk.
Cost-Savings	Savings resulting from a reduction in costs or expenses.
Educational Materials/Courses	Materials/courses developed with the goal of acquiring knowledge, facts, concepts, or theories.
Feasibility Study	An analysis or evaluation of the practicality of a proposed plan or method to ascertain the likelihood of completing the project successfully. For example, evaluating a proposed marketing plan before it is implemented to discern if it can be viably launched given an organization’s resource constraints and analyze whether it is a worthwhile investment.
Food Safety Plan	“Provides a systematic approach to the identification of food safety hazards that must be controlled to prevent or minimize the likelihood of foodborne illness or injury.” Plans should be updated on the most up-to-date food safety and/or other market access prerequisites.
Impact Study	An analysis or evaluation of the effectiveness of a new strategy, process, policy, or activity and/or the changes resulting from its implementation. For example, evaluating a proposed marketing campaign (deemed feasible and viable) before it is implemented to measure its predicted reach and associated impact on an audience.

Themes	Definition
Jobs	<p>Refers to a paid position of regular employment (including seasonal workers) directly aligned to the agricultural industry. Does not apply to grant administrative positions or positions contingent on grant funding. Recipients can determine jobs according to the number of full-time employees (FTEs) within an organization, in collaboration with other organizations, and/or on behalf of other partner organizations. FTEs can be calculated based on the average number of hours worked by an FTE per year or per month, depending on what's most appropriate for a recipients' project (e.g., if a recipient employs mostly seasonal workers or has subrecipients that only participate in the project or report on project involvement for a certain number of months, they may choose to calculate FTEs per month). See below for suggested calculation options.</p> <ul style="list-style-type: none"> • Calculating FTEs per year: Generally, 2,080 hours per year is standard; however, recipients can refer to state/local policy codes to approximate standard FTE hours. <ul style="list-style-type: none"> ○ Step 1: Determine number of labor hours resulting from project activities for the year ○ Step 2: Divide result of step 1 by the total standard FTE count of hours per year • Calculating FTEs per month: <ul style="list-style-type: none"> ○ Step 1: Determine the number of FTEs who work 30+ hours per week per month during the measurement period ○ Step 2: Determine the total part-time and seasonal hours worked per week per month during the previous year and divide by 120 ○ Step 3: Add up the subtotal in steps 1 and 2, then divide by 12 to determine the number of FTEs • Jobs “Created”: Refers to a new position developed as a result of grant activities that is not contingent on grant funding. • Jobs “Maintained”: Refers to jobs sustained as a result of grant activities, despite adverse seasons (such as an economic recession, etc.). Jobs “maintained” are also not contingent on grant funding.
Local and Regional	<p>Agricultural activities relating to raising, producing, aggregating, storing, processing, and distributing occurs in the locality or region where the final product is marketed to consumers, so that the total distance that the product travels between the farm or ranch where the product originates and the point of sale to the end consumer is at most 400 miles, or both the final market and the origin of the product are within the same State, territory, or tribal land.</p>
Management Plan	<p>An outline for executing a business or agricultural operation that clearly defines objectives, roles and responsibilities, and timelines for accomplishing tasks. For example, an outline of how a marketing campaign will be managed throughout its duration to ensure proper execution and quality, including assigning clear roles and responsibilities, enforcing and adhering to timeline goals, developing quality assurance processes, etc.</p>
Marketing	<p>Promotion with the goal of increasing buyer engagement, sales, etc.</p>
Marketing Channel	<p>A subset within a supply network, a marketing channel is a system of processes, organizations, and activities involved specifically in the transfer of agricultural products or services after point of production to the end-user/consumer.</p>
Marketing Plan/ Strategy	<p>Outline of an approach designed to spread awareness and/or promote industry-related products, services, or information. Typically, a marketing plan includes marketing goal(s), target audience(s), type of outreach, duration, location, etc.</p>
Mid-Tier Value Chain Enhancement	<p>Indicates a local or regional supply network that links independent producers with businesses and cooperatives that market value-added agricultural product in a manner that:</p> <ul style="list-style-type: none"> • Targets and strengthens the profitability and competitiveness of small and medium-size farms and ranches that are structured as a family farm; and • Obtains agreement from an eligible agricultural producer group, farmer or rancher cooperative, or majority-controlled producer-based business venture that is engaged in the value chain on a marketing strategy.

Themes	Definition
New	Unique; used, implemented, or acquired by an organization for the first time; new to the industry or existing but newly applied to an organization, stakeholder, or other project-related entity.
New Market Opportunities	A demand that a stakeholder or organization can capitalize on that is not being fully addressed by current industry players.
Operational Plan	An outline or strategy of how different components of an organization (teams, departments, processes and procedures, etc.) will contribute to the achievement of an organization's goals. For example, an outline of how a communications team will develop necessary marketing content that will be used in the overall marketing plan or strategy.
Other Environmental Outcomes	Beneficial consequence or impact on the environment resulting from project activities other than in those domains described in sub indicators 8.5a - 8.5c.
Outreach	Promotional activities or communications related to education, knowledge sharing, etc.
Partnership	Is a relationship involving close cooperation between parties having specified and joint rights and responsibilities in the management of the project. May include informal partnerships and partnerships formalized with MOU's/contracts.
Procure/Access	Obtaining industry-related goods or services.
Reached	Audiences that have interacted with project activities, including outreach, marketing, and/or educational/information-sharing event, presentation, site-visit, or campaign.
Stakeholders	Any person or organization with an interest or concern in the industry, recipient organization, or the outcomes/goals sought by the project.
Strategic Plan	An outline of an organization's mission or high-level goals, measures for evaluation, and plans for implementation and achievement over a period of time. For example, a marketing strategic plan would outline marketing goals, measures for evaluating those goals, a timeline for accomplishments, and an outline for implementing the marketing strategy, including location, marketing method, target demographic, marketing content, air time and channel (if applicable), and any other appropriate marketing component.
Supply Networks	System of processes, organizations, and activities involved in the production and distribution of agricultural products or services to the end-user/consumer.
Technical Assistance (TA) Sessions/ Workshops	Course or workshop designed to share information and expertise, instruction, skills training, transmission of working knowledge, and/or consulting services.
Third-Party Food Safety Certification	An official document demonstrating a third-party verification attesting to a comprehensive and satisfactory understanding and knowledge of food safety standards related to products, processes, or systems across the food supply chain.
Underserved Organizations	Organizations that are mainly staffed or comprised of the populations specified below: <ul style="list-style-type: none"> • Beginning Farmer or Rancher: an individual or entity that has not operated a farm or ranch for more than 10 years and substantially participates in the operation. • Socially Disadvantaged Farmer or Rancher: a farmer or rancher who is a member of a socially disadvantaged group. Socially disadvantaged group is a group whose members have been subject to discrimination on the basis of race, color, national origin, age, disability, and where applicable, sex, marital status, familial status, parental status, religion, sexual orientation, genetic information, political beliefs, reprisal, or because all or a part of an individual's income is derived from any public assistance program. • Operators of small or medium sized farms or ranches that are structured as Family Farms: Family farm is one in which the majority of the business is owned by the operator and individuals related to the operator by blood, marriage, or adoption, including relatives who do not live in the operator household. • Veteran Framers or Ranchers: a producer who served in the United States Army, Navy, Marine Corps, Air Force, or Coast Guard, including the reserve components thereof; was released from the service under conditions other than dishonorable; and-- <ul style="list-style-type: none"> ○ has not operated a farm or ranch, or has operated a farm or ranch for not more than 10 years; or ○ who first obtained status as a veteran during the most recent 10-year period

Table 11.2: SCBGP/SCMP Definitions

Themes	Definition
Adult	Person 18 years or older.
Child	Person under the age of 18.
Crop Quality	Refer to AMS Grade and Quality Labels for Fruits, Vegetables, and Specialty Crops or other relevant grades/standards.
Diagnostic Systems	A set of classification procedures serving to identify, indicate, or a characterize plant pests and disease, including methods, tools, and technologies. May include low-tech methods and tools.
Distribution Systems	System of processes, organizations, and activities involved in the transfer of agricultural goods and services from post-harvest to the end-user/consumer. Includes food hubs, grocery stores, farmers markets, or other types of channel, model, or network used to distribute food.
Early Detection and Rapid Response	“Coordinated set of actions to find and eradicate potential invasive species in a specific location before they spread and cause harm.” ⁱⁱ Recommended that eradication efforts proceed within weeks or, at most, 1-2 years for a rapid response to be successful.
Integrated Pest Management	An effective and environmentally sensitive approach to pest management that uses current, comprehensive information on the life cycles of pests and their interaction with the environment combined with available pest control methods to manage pest damage by the most economical means, and with the least possible hazard to people, property, and the environment. ⁱⁱⁱ
Intervention Practices	Involves the addition of control measures into a process to reduce, and ultimately, prevent or eliminate food safety risks. Intervention practices should include updating strategies according to on the most up-to-date food safety/other market access prerequisites.
Sustainability Best Practices	A procedure that has been shown by research and experience to produce optimal results and that is established or proposed as a standard suitable for widespread adoption that focuses on water, soil, biodiversity, reduced inputs, food waste reduction, and other uses. For further reference, NRCS defines best management practices to include soil and water conservation practices, other management techniques, and social actions that are developed for a particular region as effective and practical tools for environmental protection.

Table 11.3: FMLFPP Definitions

Themes	Definition
Business Development Plan	An outline of a strategy to establish or initiate an agricultural business or to sustain growth for a pre-existing agricultural business or organization. For example, a farmers market might identify a growth strategy focused on extending the range of its off-season produce. Accordingly, their business development plan might select local producers to collaborate with, determine new marketing goals and activities, and establish an adjusted financial plan.
Delivery System	Means or process for conveying a product or service to a recipient, inclusive of intermediary organizations and local or regional Food Business Enterprises.
Direct Producer-to-Consumer Market Access Point	Locations where producers sell locally or regionally produced agricultural food products directly to the consumer (including farmers markets, roadside stands, CSA programs, agritourism activities, online sales, producer-to-retail, producer-to-restaurant, and producer-to-institutional marketing) with minimal involvement of a middle-man such as an intermediary, a wholesaler, a retailer, and agent, a broker, or a reseller.
Engagement	Value-added set of strategies, business interactions, activities, and/or partnerships between producers and delivery systems/market access points to promote long-term economic stability, competitiveness, and/or growth. Examples include, but are not limited to, procurement agreements, joint marketing projects, delivery coordination, education opportunities, etc.
Food Delivery Infrastructure	The physical and organizational structures needed for sufficient operation of food delivery across the supply chain from the producer to the consumer. This does not include production infrastructure, which is not eligible under this program.
Gap Analysis	Evaluation of a market or organization to examine and compare current performance with desired performance.

Themes	Definition
Local or Regional Food	Locally and Regionally Produced Food means food that is raised, produced, aggregated, stored, processed, and distributed in the locality or region where the final product is marketed to consumers, so that the total distance that the product travels between the farm or ranch where the product originates and the point of sale to the end consumer is at most 400 miles, or both the final market and the origin of the product are within the same State, territory, or tribal land.
Local or Regional Food Business/Enterprises	Means an organization or business entity that functions as an intermediary between producers (farmers or growers) and buyers by carrying out one or more local or regional food supply chain activities—including aggregating, storing, processing, and/or distributing locally or regionally produced food products—to meet local and regional market demand. Examples include but are not limited to eligible entities that serve as food hubs, food aggregators, food distributors, food wholesalers, food processors, and other value-added production enterprises, such as shared-use kitchen or kitchen incubator operations.
Market Access Point	The location/point from which producers are able to sell their food or agricultural products in a given market. Market access points can be final, direct-to-consumer venues (farmers markets, roadside stands, etc.) or intermediary organizations and local or regional Food Business Enterprises
Market Analysis	Gathering information about market variables and conditions
Needs Assessment	A systematic process for determining and addressing needs, or "gaps," between current conditions and desired conditions or "wants."
Operational Methods	Processes associated with efficiently managing the internal workings of a business, including how different components of an organization (teams, departments, processes and procedures, etc.) will work and contribute to the achievement of an organization's goals.
Unmet Consumer Needs	Product or service not being addressed by industry organizations. "Need" can connote a deficiency, a consumer "want," or an unmet problem facing a population (typically for a community, county, or state). Examples include, but are not limited to, improving product accessibility (both financially and/or physically), knowledge, quality, and variety.
Value-Added Products	Means any agricultural commodity or product that: <ul style="list-style-type: none"> • Has undergone a change in the physical state or form of the product (such as milling wheat into flour or making strawberries into jam); • Is produced in a manner that enhances the value of the agricultural commodity or product, (such as organically produced products); • Is physically segregated in a manner that results in the enhancement of the value of that commodity or product (such as an identity preserved product); • Is a source of farm- or ranch-based renewable energy, including E-85 fuel; or • Is aggregated and marketed as a locally produced agricultural food product and, as a result of the change in physical state or the manner in which the agricultural commodity or product is produced and segregated, the customer base for the commodity or product is expanded and a greater portion of revenue derived from the marketing, processing, or physical segregation is made available to the producer of the commodity or product.

Table 11.4: Acer Definitions

Themes	Definition
Commercial-Scale Levels	Characterizes production levels that meet one or more of the following criteria: <ul style="list-style-type: none"> • Utilizes over 15,000 taps • Utilizes over 250 acers • Generates Annual Gross Sales of over \$250,000
Consumer Awareness or Education Campaigns	Outreach designed to inform about maple syrup/maple-sap products, technologies, practices, or other industry-related topic.

Themes	Definition
Long-Term Partnerships	Business relationships established with a time horizon spanning beyond the grant PoP and characterized by mutual desire to achieve long-term goals rather than in pursuit of a single objective, event, or initiative.
Maple Quality	Refer to AMS Maple Syrup Grades and Standards or other relevant grades/standards.
Maple Sugaring Activities	Activities related to the collection of sap from any species of tree in the genus Acer for the purpose of boiling to produce food.
Mid-Scale Levels	Characterizes production levels that meet one or more of the following criteria: <ul style="list-style-type: none"> Utilizes 5,000-15,000 taps Utilizes 90-250 acres Generates Annual Gross sales of \$100,000-\$250,000
Producer	A person or organization that makes, grows, or supplies maple syrup and maple-sap products, ranging from large commercial-scale producers to backyard producers and hobbyists.
Quality Management Plans	An outline for executing a project or program that clearly defines how quality will be maintained or improved, including policies, procedures, quality criteria, roles and responsibilities, and timelines for accomplishing project tasks.
Quality Management Procedures	Activities that carry out the quality management plan, with set quality criteria that must be adhered to.
Small-Scale Levels	Characterizes production levels that meet one or more of the following criteria: <ul style="list-style-type: none"> Utilizes less than 5,000 taps Utilizes less than 90 acres Generates Annual Gross sales less than \$100,000

Table 11.5: DBI Definitions

Themes	Definition
Cooperative	Collection of dairy farmers, organizations, and/or businesses that engage in a variety of activities to provide members an assured market for their milk.
Dairy Businesses	Businesses that develop, produce, market, or distribute dairy products.
Dairy Processes	Procedure for transforming raw milk to dairy products.
Dairy Product Offering	Products manufactured for use by humans which are derived from the processing of milk and include fluid milk products. Products may include but are not limited to butter, cheese (whether natural or processed), skim milk, cream, whey or buttermilk (whether dry, evaporated, stabilized or condensed), and frozen desserts.
Marketing Procedures	Organizational processes related to marketing, such as target audience identification, market analysis, marketing material development, marketing planning, or other marketing-related activity.
Regional Dairy Infrastructure	Basic physical and organizational structures and facilities needed for the operation” of dairy production, distribuion, and sale on the regional level.

Endnotes

- i U.S. Food and Drug Administration. Retrieved from <https://www.FDA.gov/>
- ii U.S. Geological Survey. Retrieved from <https://www.usgs.gov/>
- iii U.S. Environmental Protection Agency. Retrieved from <https://www.usgs.gov/>