

ALBUQUERQUE FOOD & AGRICULTURE ACTION PLAN

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Thornburg  Foundation

**GROW
NEW
MEXICO**



ALBUQUERQUE FOOD & AGRICULTURE ACTION PLAN

**PREPARED BY
GROW NEW MEXICO**

**COMMISSIONED BY
THE THORNBURG FOUNDATION**



ABOUT GROW NEW MEXICO

Grow New Mexico works to bring resources to impactful community projects in New Mexico. Please visit grownewmexico.com to learn more about our work.



ABOUT THE THORNBURG FOUNDATION

The Thornburg Foundation invests in enduring solutions to help solve problems affecting people and our planet. In food and agriculture, the Foundation's vision is that all New Mexico residents are able to benefit from robust food and agricultural systems that (1) are locally embedded; (2) offer healthy, affordable food; (3) grow a resilient and diverse farm and ranch economy; (4) preserve natural resources, including land and water; and (5) are supported by federal, state, and community policies and institutions.

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ACTION PLAN

BACKGROUND

Agriculture is integral to New Mexico's culture and its history. For generations, farmers and ranchers have passed on cherished traditions and survived despite various challenges. Those challenges have been identified in many previous studies.ⁱ These include, among others: affordable land access, water access, an aging farming population, the lack of a sufficient workforce, and a lack of farms with the ability to scale to meet increasing demand. Agriculture in the Albuquerque area faces the additional challenges of sometimes harsh weather conditions and a limited growing season from April to November. Despite growing interest in local food in recent years coupled with a strong group of small-scale producers dedicated to producing healthy food for their community, agricultural producers still see many challenges in front of them.

Access to fresh, locally grown food could make a difference in addressing New Mexico's socio-economic issues. According to its 2017 data, the U.S. Census estimates 19.8% of New Mexicans live in poverty.ⁱⁱ Furthermore, 31%, or 157,000 New Mexican children live at or below the poverty line. New Mexico's child poverty rate of 22 percent ranks 50th in the nation.ⁱⁱⁱ Because of the rampant poverty, New Mexicans face a worse health status including high rates of heart disease, infant mortality, suicide, and diabetes.^{iv}

Many efforts have been put forth to identify the state's major issues around agriculture. Yet, despite a clear understanding of the challenges, the status quo persists. Many of this report's participants expressed exasperation at being interviewed for yet another assessment of the agriculture community's problems but no action being taken. That's what makes this action plan for Albuquerque's agricultural economy so necessary.

While there is no silver bullet to solving all of the agriculture community's challenges, local governments can improve the health, environment, and wellness in their communities by developing their food economies using long-term, sustainable, and socially inclusive methods of production and distribution.^v Cities across the nation are taking it upon themselves to adopt good food purchasing guidelines or food charters and partnering with non-profits and private organizations to support and promote their local food systems.^{vi}

The City of Albuquerque is in a unique position to make a positive impact. As the largest city in the state, Albuquerque is one of the largest employers and purchasers of food.^{vii} When current Albuquerque Mayor Keller was State Auditor, his Government Accountability Office produced a transparency report on state and local food contracting. This report showed the majority of large food contracts were with national vendors and recommended that state and local agencies purchase more local food for various benefits including investing in the local economy, building tax revenue, creating jobs, increasing nutritional value, and leaving a smaller ecological footprint.^{viii}

In previous mayoral administrations, there has never been outreach by the city to help the local agriculture economy. Furthermore, recent mayoral administrations have not taken a leadership role in framing food as a public health issue and partnering with local anchor institutions (Bernalillo County, University of New Mexico, Presbyterian Healthcare Services, Albuquerque Public Schools) to address it. The combination of the Mayor’s clear interest in encouraging local procurement and his authority as mayor creates the perfect opportunity to create real, pragmatic change.

METHODOLOGY

This report is intended to be an action plan. Over the course of several months, we interviewed local stakeholders to discuss challenges, specific and general, as well as concrete and creative solutions to fix them. We also interviewed a number of stakeholders across the country to see what has worked in other cities – recognizing that Albuquerque has its own unique set of circumstances and may have opportunities other cities do not have or could face obstacles in replicating such programs. Finally, we interviewed city officials to solicit their ideas and gauge some of the bureaucratic hurdles of implementation. We reviewed numerous local and national agricultural studies.

REPORT STRUCTURE

This report is organized into actions the mayor can implement immediately and actions that are longer-term. By no means will this report be a complete list of every possible idea, but it is intended to provide recommendations to the City of Albuquerque on several feasible steps to grow the local agricultural economy.

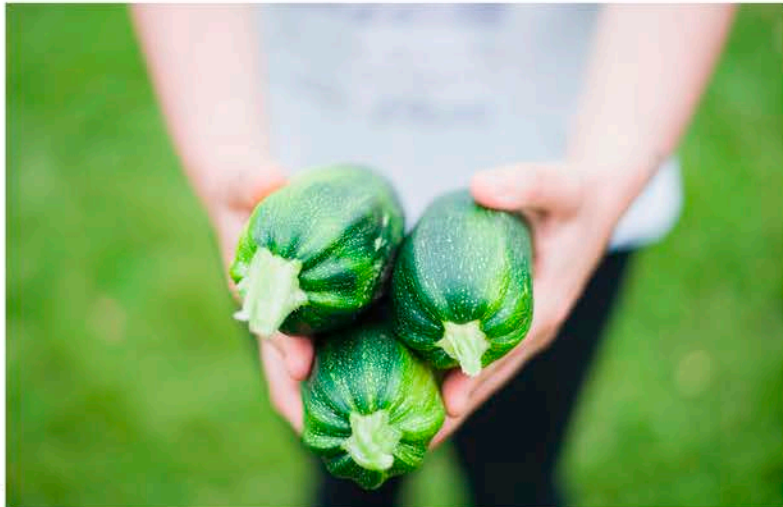
ACTIONS THE MAYOR CAN TAKE IMMEDIATELY

ACTION 1: INCREASE PROCUREMENT LEVELS OF LOCAL FOOD

When he served as State Auditor, Mayor Keller's Government Accountability Office produced a transparency report on local food procurement by government agencies.^{ix} The report noted the overwhelming majority of state and local government food contracts being awarded to

national vendors instead of local vendors.^x In fact, only 13% of large food contracts went directly to New Mexico vendors.^{xi}

While some attempts have been made to connect local anchor institutions with producers through the Healthy Neighborhoods Albuquerque^{xii} initiative, local producers noted in our research that this effort should be larger. Local anchor institutions stated that no local farm has the



capacity to fulfill their needs. Local producers stated they could appropriately scale up if given the resources and time. Producers (farmers, ranchers, and value-added food producers) need predictability in the marketplace for their goods. Our interviews made it clear that signed contracts for the acquisition of the food they produce are crucial. Those agreements create a more sustainable proposition for local ag producers.

The most powerful, immediate way for the City to influence the agricultural economy is through its buying power. In the past 10 years, the City of Albuquerque spent over \$14 million on food purchases, averaging over \$1.4 million each year. In the first year of his administration, Mayor Keller issued new guidance to require all city departments to receive a bid from at least one local company for purchases, increased the small purchase limit from



\$2,500 to \$10,000, and asked departments to start collecting data on its vendors using a modified W9 form to analyze purchases by vendor type, develop industry-specific strategies, and establish spending goals with local businesses and businesses owned by women and people of color.^{xiii} City departments and divisions are authorized to purchase goods and/or services without competition up to \$10,000 without additional approval from the Purchasing Division.^{xiv} The Mayor can encourage city departments to source their goods locally and support those businesses that are supporting local agriculture.

Looking to the future, the City Procurement department could examine its current bidding process and find opportunities for including locally-sourced goods. In the City Procurement department, the requests for qualification (RFQ) and requests for information (RFI) are not formal bidding processes. There is flexibility within the RFQ and RFI

structure to both encourage national distributors to source locally and encourage local vendors to form cooperatives to satisfy necessary requirements. This type of contracting/agreement process can serve as a model for adoption by other institutional buyers in the state (e.g. Bernalillo County, Albuquerque Public Schools, University of New Mexico, Presbyterian Healthcare Services).

RECOMMENDATION 1A: ANALYZE CITY PROCUREMENT DATA TO ASSESS WHERE THE CITY CAN SHIFT FROM NATIONAL TO LOCAL VENDORS (PROCUREMENT DEPARTMENT)

- Request from the Senior Affairs, Cultural Services, and Animal Welfare departments (the City departments that purchase the most food) the following food-related information:
 - Specific line-item purchases by commodity
 - The total quantity and cost by commodity
 - Purchases of commodities by location (senior centers, recreation centers)
- Analyze the food departments are purchasing, where they are purchasing it from, and what could be locally-sourced
- Develop recommendations and possible targets based on analysis completed

RECOMMENDATION 1B: UTILIZE THE SMALL PURCHASE LIMIT FOR LOCAL VENDORS (ALL CITY DEPARTMENTS)

- The City should encourage the heads of departments or department purchasers to use their small purchase limit (recently increased from \$2,500 to \$10,000) to prioritize local vendors. For reoccurring purchases, departments should rotate through different local vendors to avoid favoritism and to promote diversity among farmers and participants. These department purchasers have the authority to make small purchases under \$10,000 without further authorization.

The Albuquerque Department of Family and Community Services (FCS) operates 4 health and social service centers, 25 child development centers, and 22 community centers. Programs include dinner meals during the school year, a food service program for breakfast and lunch during the summer, and emergency food boxes all year long. FCS purchases and provides a large amount of meals.

During the 2018 fiscal year, the Area Agency on Aging provided 164,157 congregate meals, 118,499 home delivered meals, and 170,000 pounds of food for seniors from senior food pantries. FCS served 204,373 meals and in its Summer Meals Program, served a total of 337,019 total meals at 148 meal sites. Through The Emergency Food Assistance Program (TEFAP), the City also delivered 13,527 total emergency food boxes.

Meals are USDA-funded and coordinated through the NM Children, Youth & Families Department (CYFD). FCS contracts with Rhubarb and Elliott, Canteen of Central New Mexico, and Albuquerque Public Schools to determine the menus and procurement for the meals. The City should recommend these contracts include locally-sourced ingredients.

RECOMMENDATION 1C: DEVELOP A PLAN TO INCORPORATE LOCAL VENDORS INTO FOOD PURCHASING (PROCUREMENT DEPARTMENT)

- The City Procurement Department should create a pilot program to determine how to successfully implement a process that incentivizes distributors to include a percentage of commodities or ingredients from local vendors. After establishing a precedent of local sourcing, the City Procurement Department could set a percentage or set target dollar value amounts that could be phased in and incrementally increased over time.
- The City Procurement Department should structure requests for qualification and requests for information to benefit local and include the ability to contract directly with them.

In 2010, the City of Cleveland, Ohio adopted a Local and Sustainable Purchasing Ordinance that provided a 2-4% bid preference for companies that source products locally and/or are certified as a sustainable business.^{xv} The City also provided bid discounts and evaluation credits to companies that buy at least 20% of their contract amounts from regional food growers.^{xvi}



ACTION 2: CREATE A CITY-FUNDED “AGRICULTURE ADVOCATE” POSITION

The local agricultural community often has a tenuous relationship with government, working through convoluted water issues, land issues, and food safety regulations. However, a city-funded advocate who could assist local farmers and ranchers could help to repair that relationship and build trust and cooperation within the community. This position could stand alone, sit under the contemplated chief sustainability officer position or as a chief policy analyst in the Legal Department.

Many of our interviews noted the benefits of having a government-funded position with a variety of suggested responsibilities. Key responsibilities should include: overall leadership to improve the food and agricultural economy in Albuquerque; working with other departments to move forward the recommendations in this report; and establishing and leading a local food and agriculture board (see Action 6 below). In addition, the position should be dedicated to shoring up the weak points in the supply chain^{xviii} in New Mexico^{xix} and connect producers

In New Mexico, the Village of Los Ranchos hired an Agricultural Programs Manager to connect landowners and farmers, provide resources for local farmers and growers, create a haven of agricultural activity, as well as facilitate and uphold the agricultural heritage of Los Ranchos.^{xvii}



with consumers through institutions and markets. The person in this position should work closely with the Bernalillo County Extension Office to help producers navigate local and federal food safety regulations and other city departments like procurement, economic development, and zoning. This person should represent the city in local food summits and projects like the Healthy Neighborhoods ABQ initiative and the Healthy Here Initiative.^{xx} This position

should work with local farmer and rancher training programs, like Grow the Growers, to identify and address needs and gaps. This position should help provide a free service for farmers seeking certification for Good Agricultural Practices (GAP) or Preventive Control Qualified Individual (PCQI) and compliance with Food Safety Modernization Act (FSMA). Finally, this person should be fluent in Spanish to address the language barrier facing many local farmers in the area.

**RECOMMENDATION 2A: ESTABLISH A
“FOOD AND AGRICULTURE ADVISOR”
(MAYOR’S OFFICE)**

- Receive necessary internal approvals from the Chief of Staff and Mayor to create the position
- Draft a job description (an example is provided in Appendix B)
- Develop a funding plan by partnering with local non-profits and foundations
- Interview candidates familiar with the challenges facing agriculture in the Albuquerque area
- Hire for the position

In the City of Baltimore, several foundations provided funding for a dedicated food policy position.^{xxi} This position was so successful in leveraging private and public funding for the implementation of food-related regulations and programs that within one year of being hired by the city, the city decided to fully support (financially and administratively). The position sits in Baltimore’s office of sustainability.^{xxii}



ACTION 3: IMPROVE COMMUNITY EDUCATION AROUND AGRICULTURE

The Mayor's Office has the ability to greatly increase local education around food and agriculture. Mayor Keller should emphasize and inform the public on the importance of buying local food and agriculture by using official press releases, statements, interviews, and press conferences from the Mayor's Office and through Mayor Keller's presence on several social media platforms including Facebook, Instagram, Twitter, and Nextdoor. This type of work would require a long-term messaging strategy around agriculture.

The City of Cleveland deemed 2012 “The Year of Local Foods”.^{xxiii} Cleveland determined urban agriculture is a viable economic development strategy that can play a role in revitalizing its urban areas. The year-long celebration recognized local and regional accomplishments in the local food economy in addition to a campaign to solve food-related problems in the community.^{xxiv} The agricultural community came together to fund new ventures to build hoop houses, commercial kitchens, and increase the number of value-added products.^{xxv}

A coordinated, long-term “buy local food and agriculture” campaign would help educate the public about the importance of purchasing locally grown food, diet and nutrition, and cooking skills.^{xxvi} In Albuquerque, Mayor Keller has made singular announcements regarding the city's effort to go local.^{xxvii} Subsequent shifts from national to local producers, specifically in agriculture, should be part of a larger coordinated campaign. Previous mayoral administrations have highlighted public safety through a monthly award called the Hero Award and community service through a Volunteer of the Year award. The current mayoral administration should replicate this for agriculture by highlighting different local producers on a rotating basis. The communications department could partner with local media outlets to showcase what fruits and vegetables are in season (like the local ski reports). Instead of news outlets only reporting on where not to eat (Restaurant Inspection Results in the Red or Green Report), promote local restaurants and food trucks that source locally. Given the city's past history in high crime statistics, a focus on any other issue is met with criticism from the community. The communication department's main emphases are on safety, innovation, and inclusivity. Framing agriculture as public health or food security, specifically for its children, could curtail any potential criticism.^{xxviii} Many of our interviews revealed a lack of knowledge about food-assistance programs. The City could identify and advertise to communities who are eligible for food-assistance programs like Supplemental Nutrition Assistance Program (SNAP), Women, Infants, and Children (WIC), and Double Up Food Bucks.

Another effective way of promoting local agriculture education would be under the city's messaging of “One Albuquerque”. A larger messaging strategy that weaves through every city department, One Albuquerque is also the banner under which service is highlighted in August

under a subtheme. In 2018, the One Albuquerque subtheme was “Connecting Youth and Elders”. The City partnered with local businesses and non-profits to promote service challenges around youth programs and senior centers. The Mayor and First Lady’s offices should consider “buy local” or “food and agriculture” as a future theme. August could be a month filled with vendor fairs at the convention center or food festivals at Balloon Fiesta Park or the State Fairgrounds, which the City can announce on its “ABQ To Do” platform. Throughout the year and leading up to August, the City should announce the new local contracts and purchases (e.g. like Zendo coffee) every month, especially relevant given the Mayor’s push towards local purchasing.

In the month of August, the City of Albuquerque focuses on service and volunteering. For August’s service component, the City could kick off a long-term city-wide volunteer campaign around food and agriculture. Labor remains a huge issue for farmers and food programs. Roadrunner Food Bank noted the majority of their volunteers only come for two weeks during the holidays but has needs for additional, consistent support throughout the year. Citizens and city employees could engage in service challenges by volunteering at local farms, farmers markets, community gardens, food shelters, or community kitchens. Participation in organic agriculture, by direct contact with the producer or visiting the farm, will help the volunteers learn more about agriculture and become more environmentally and socially conscious, thus increasing local awareness on food and agriculture issues.^{xxix}

The City also has a huge opportunity to increase local food education through its Family and Community Services Department (FCS) and its local partnerships. FCS runs summer and after school programs at its child development and community centers where it has the venues and the audience in the child participants. The missing component is an agriculture curriculum to incorporate into its programming. The City should partner with local food organizations, non-profits, and farms to develop programming that could include help in the garden/field, nutrition education, cooking demonstrations and meals with chefs who source local ingredients. The City should partner with local farms for tours and agriculture education and create a summer kids camp for agriculture. The City should work with community partners and the county extension office to include recipes and simple how-to guides in its TEFAP boxes. Community centers should hold office hours, where farmers or value-added producers seeking guidance or a specific tool or even use of the kitchen could come to the community centers. Community centers should partner with schools to work on their community gardens and have farmer pop-up stands, where students could sell the produce they grew similar to a roadside stand, teaching them both about agriculture and basic economics.

RECOMMENDATION 3A: INCORPORATE AGRICULTURE INTO A LONG-TERM MESSAGE STRATEGY (COMMUNICATIONS DEPARTMENT)

- Incorporate food and agriculture into the larger messaging calendar, with key benchmarks and dates like the release of the Voices for Children report (June), national food days, Restaurant Week (March), Farmers Market Week (August), New Mexico State Fair (September) and Small Business Saturday (November)



- The Mayor can make more public appearances at food and agriculture-related events
- Highlight existing city food and agriculture programs on food and agriculture like Supper Meal and After School Snack
- Create an award or honor to highlight different local food producers regularly
- Give gift baskets or packages to visiting dignitaries that contain local food products
- Partner with local media outlets to showcase what fruits and vegetables are in season, promote local restaurants and food trucks that source locally
- Develop a 1-pager with the ways buying local food is better for nutrition, better for the environment, and better for the local economy
- As city departments make announcements of local contracts or purchases, include uniform, stock language that emphasizes these benefits in every statement, press release, interview, or press conference
- Amplify these announcements through social media posts and the city's quarterly newsletter
- Promote local food and agriculture under the One Albuquerque banner
- Identify communities who are eligible for food-assistance programs and increase visibility of programs like SNAP, WIC, and Double-Up Food Bucks

RECOMMENDATION 3B: SELECT “BUY LOCAL” OR “FOOD AND AGRICULTURE” AS THE SUBTHEME FOR ONE ALBUQUERQUE (MAYOR’S OFFICE, FIRST LADY’S OFFICE, COMMUNICATIONS DEPARTMENT, CONSTITUENT SERVICES)

- Create a messaging and events calendar for August that promotes “buy local” or “food and agriculture”, incorporating research from Recommendation 3A
- Connect with food and agriculture organizations and farms (like Roadrunner Food Bank or Agricultura) to determine their needs and promote volunteering with such groups to city staff

Possible partners include: Ag in the Classroom, Three Sisters Kitchen, local schools with school gardens like Van Buren Middle School, La Cosecha CSA, Bernalillo County Extension, Grow the Growers, and Lutheran Family Services

- Promote volunteer opportunities with food and agriculture organizations online

RECOMMENDATION 3C: INCORPORATE AGRICULTURAL PROGRAMMING INTO FAMILY AND COMMUNITY SERVICES (FAMILY AND COMMUNITY SERVICES)

- Partner with local food organizations, non-profits, and farms to develop an agriculture curriculum to incorporate into summer and after school programs
- Work with community partners and the county extension office to include recipes and simple how-to guides in its TEFAP boxes
- Reach out to local farms to see who would be interested in doing tours and field trips, as well as educational programming
- Connect community centers with local food experts like farmers and chefs, who can hold regular office hours; promote these office hours to the community
- Create partnerships with community centers and nearby schools to work on community gardens and host farmer pop-up stands

ACTION 4: ADDRESS NEEDS OF FARMERS MARKETS

Albuquerque currently supports 16 farmers markets, each serving a different community. Even with this diversity of markets, most of the recommendations we received were for the City to consider subsidizing or waiving the fees it charges to participants in the market. We also found issues around lack of space and infrastructure needs.

Multiple interviewees noted the inconvenient parking at farmers markets for vendors and customers alike. The Santa Fe Farmers Market found ways to address that issue. They provide a loading/unloading area for vendors and chefs of restaurants, as well as a nearby separate lot for vendors where they park when they're not loading/unloading. The Santa Fe Farmers Market provides these services for free as part of an arrangement with the private lot owners. In Albuquerque, many farmers and patrons have noted the inconvenience of the loading, unloading, and parking at various farmers markets. Separately, for large markets with extensive traffic, the City should work with the market to determine which roads to close and subsidize or waive fees (currently \$150 per sign for road closure signs).

Several interviewees noted the danger of leaving Copper Avenue open to traffic during the Downtown Grower's Market. The City should consider a permanent sign that can be adjusted to indicate when the road is closed.

The City could also reexamine its Memorandum of Understanding (MOU) process making it easier for new farmers markets. The City issues the MOU as an overlapping permit which includes permissions from the fire, police, and other city departments to start a new farmers market. This cumbersome process is difficult to navigate without knowledge of the system and the people that operate within it. Opening up this time-consuming process would help future proprietors.

Occasionally, at the conclusion of farmers market hours, farmers are left with remaining produce that simply goes to waste. The City should consider opportunities through which growers sell their remaining produce at wholesale price to local anchor institutions or local entrepreneurs for value addition. The City could also consider a program through which remaining produce can be donated to the Animal Welfare department for feeding animals at the zoo and at shelters. The Albuquerque Zoo and Albuquerque animal shelters purchase a large amount of produce.

Finally, farmers markets face high accounting costs for their record keeping. If customers at farmers markets do not have cash, they can access information booths and use their debit card to receive tokens. These tokens are used to purchase produce from vendors. The vendors keep track of their purchases in a spreadsheet and return the log and tokens to the farmers market. The farmers market contracts with an accountant to pay \$70-80 per market day on average to the vendor. The administrative piece of accounting amounts to approximately \$10,000 annually. The City Department of Finance may not be able to erase this cost, but they could offer basic accounting and financial technical assistance as part of the ABQ Volunteers program.

RECOMMENDATION 4A: IMPROVE PARKING AT FARMERS MARKETS (PARKS AND RECREATION, MUNICIPAL DEVELOPMENT, PLANNING)

- Identify convenient parking locations for shoppers
- Identify specific loading and unloading areas
- Create a parking subsidy for farmers
- Improve directional signage around the Downtown Growers' Market

RECOMMENDATION 4B: SUBSIDIZE OR WAIVE FEES FOR ROAD CLOSURE SIGNS FOR REOCCURRING MARKETS (MUNICIPAL DEVELOPMENT)



RECOMMENDATION 4C: REEXAMINE THE MEMORANDUM OF UNDERSTANDING (MOU) PROCESS (MUNICIPAL DEVELOPMENT)

RECOMMENDATION 4D: CREATE A PROGRAM FOR REMAINING PRODUCE AT THE FARMERS MARKETS (PARKS AND RECREATION, ANIMAL WELFARE)

RECOMMENDATION 4E: OFFER ACCOUNTING ASSISTANCE TO FARMERS MARKETS TO LESSEN ADMINISTRATIVE COSTS (FINANCE AND ADMINISTRATIVE SERVICES)

ACTION 5: INCORPORATE AGRICULTURE AS PART OF LOCAL TOURISM EFFORTS

As the largest city in the state, Albuquerque plays host to many conferences and tourists throughout the year. This is an untapped market and opportunity to highlight agriculture in the city's overall tourism efforts. The City should coordinate with the Albuquerque Convention Center, UNM, and hotels to identify large conferences and meetings coming to Albuquerque and ways to promote local food and agriculture. The City should collaborate with the Albuquerque Convention Visitors Bureau to highlight local farmers markets and farms, as well as restaurants, in tourism literature and online. Finally, the City should explore using the Lodgers' Tax to cultivate agri-tourism in the area, partnering with farms, farmers markets, restaurants, food trucks, breweries, and wineries to put together a tour package.



RECOMMENDATION 5A: IDENTIFY LARGE CONFERENCES AND MEETINGS OF TOURISTS (ECONOMIC DEVELOPMENT)

RECOMMENDATION 5B: PRODUCE LITERATURE AND ONLINE CONTENT HIGHLIGHTING LOCAL FOOD AND AGRICULTURE (ECONOMIC DEVELOPMENT)

RECOMMENDATION 5C: CULTIVATE AGRI-TOURISM IN THE AREA (CHIEF ADMINISTRATIVE OFFICER)

ACTION 6: ESTABLISH A FOOD AND AGRICULTURE BOARD

A large number of interviewees mentioned the lack of synergy in the local agricultural community. Competing interests and persistent in-fighting within the local farming and non-profit communities have stunted collaboration. Recent mayoral administrations have not taken a leadership role in agriculture and no entity exists in the City that is actively coordinating the agricultural sector of the economy. Using its convening power, the City should bring together all of the various agriculture stakeholders to commit to joint efforts to benefit the overall local agricultural economy. In addition, the proposed Food and Agriculture Advisor position could lead this work as Chair of the Board. The board should meet regularly to identify a set number of agreed-upon goals and the necessary steps to achieve them - specifically, the popular suggestion to turn city-owned vacant and abandoned lots of arable land into community gardens. This narrowed focus on open space and community gardens would address criticism of largely symbolic coordinating entities. The City can identify plots of vacant land that could be leased a de minimus amount, for instance, 99 years for a \$1 in annual rent.



The City of Minneapolis leases city land to producers through their Real Estate Disposition Authority with the additional requirement that the recipient organizations must place the property in a conservation easement.^{xxx}

At a minimum, the Mayor can demonstrate he is a champion for local food by attending a local food conference or meeting hosted by Healthy Neighborhoods Albuquerque or the NM Food and Agriculture Policy Council.

RECOMMENDATION 6A: CREATE A BOARD SPECIFIC TO OPEN SPACE AND COMMUNITY GARDENS (MAYOR'S OFFICE, CONSTITUENT SERVICES, BOARDS AND COMMISSIONS)

RECOMMENDATION 6B: ATTEND A LOCAL FOOD CONFERENCE OR MEETING (MAYOR'S OFFICE)

- Attend a local food conference or meeting, giving opening remarks about the city's commitment to food and agriculture
- Direct staff to participate in breakout sessions and follow up for implementation of the conference or meeting's agreed-upon goals

ACTION 7: IMPROVE INFRASTRUCTURE

The City owns property around Albuquerque that offers attributes that could be useful for agricultural production including sites that could be used for sorting, storage, parking, etc. However, there is currently no inventory of these various pieces of land or vacant buildings or their various features. The City of Albuquerque should create an inventory of city-owned and privately-owned vacant and/or abandoned land. This should include land and buildings owned by City Departments, ABCWUA, the New Mexico Department of Transportation, and Bernalillo County. The City should ask for an evaluation of these properties and their potential for agriculture and the cost of necessary improvements (i.e. running water to these lands). For privately-owned vacant land, the City should consider a program to contact the owners to gauge their interest in short-term leases for nominal fees to put those pieces of land to agricultural use.

The City of Portland, Oregon commissioned a land inventory study to determine what city-owned properties might be available for urban agricultural use.^{xxxix} The resulting “Diggable City Report” highlighted the potential of urban agriculture in the city and an inventory of city-owned properties managed by the Bureaus of Environmental Services, Parks and Recreation, Transportation, and Water.^{xxxix} A technical advisory committee then evaluated the sites based on land tenure, water access, level grade, transit access, and proximity to other agriculture.^{xxxix} The committee then classified them based on their suitability for community gardens, small-scale agriculture, large-scale agriculture, and agriculture on impervious surfaces.^{xxxix}

The City should also examine its properties that currently have agriculture or food components. The City owns and uses a number of existing facilities related to agriculture including the 200-acre Rio Grande Community Farm, the Open Space Visitors Center on Coors Boulevard, the ABQ BioPark which has a farm and orchard, and all of the various centers run by Family and Community Services.

The City also has an underutilized greenhouse facility near Arroyo Del Oso. This greenhouse facility was originally used by Parks and Recreation to grow plants for medians, which is now controlled by Solid Waste. The three greenhouses are currently used to grow park plantings, native plants, and trees, but could be used to grow higher value products.

The City should inventory what facilities are available at each location, specifically the health and social service, child development, and community centers, and note each facility’s sinks, stoves, cold storage, community gardens, etc... With that information, the City can determine which facilities need improvements and which facilities can be offered for a variety of local food-supporting efforts. The community centers with community gardens should partner with local farmers, non-profits, or the county extension office for technical assistance and programming. The City should apply for grant funding for community center community gardens. Available funding exists for this purpose and a strategic plan to build-up community installations around local food planning and infrastructure is needed.



The City provides wi-fi in a number of public locations like Civic Plaza, the Sunport, the Convention Center, City Hall, and libraries. The Department of Transportation and Innovation (DTI) should consider a trial program in partnership with Parks and Recreation, where the 10 most highly trafficked parks could provide free wi-fi. The rules and regulations page allowing for a user to log onto the internet could require several messages on agriculture and food or water conservation. This is a natural evolution of the existing signs and bulletin boards in parks to provide more community education.

In addition, the City of Albuquerque should study bus routes directed toward farmers markets, either from high-volume tourist areas or from specific communities to the markets. The transit department could examine the costs and benefits to creating free shuttles services catering to tourists from Old Town and Downtown or for local citizens in the city to the Growers' and Railyard Markets on Saturdays. The transit department could explore dedicating or re-routing certain bus routes, like the bus on Tijeras, to go around the Downtown Growers' Market on Saturdays.

Finally, the City should consider ways the Railyards Market could be utilized to strengthen the infrastructure of the local food and agriculture economy. Many of our interviewees pointed to the success of the Downtown Growers Market but noted the overwhelming demand and limited space resulting in having to turn away potential vendors. Accompanying this was the criticism that the Railyards Market, while intended to be protection from the

weather, only partially lives up to that promise, as it is extremely hot during the summer and cold in the later months. The City should study whether to invest in much-needed infrastructure upgrades for the Railyards Market or road closures and parking accommodations for the Downtown Growers Market. Given the pressure on the Downtown Growers Market, the opportunity posed by the Railyards Market and the available infrastructure around the City; the City should make strategic decisions about the form and function of each market and drive needed assistance towards each.

RECOMMENDATION 7A: INVENTORY CITY-OWNED VACANT LAND AND BUILDINGS FOR AGRICULTURAL USE (PLANNING)

RECOMMENDATION 7B: INVENTORY AND IMPROVE CURRENTLY-USED CITY-OWNED FACILITIES (PLANNING, METROPOLITAN REDEVELOPMENT AGENCY, FCS, PARKS AND RECREATION)

- Inventory city-owned food and agriculture facilities
- Decide which to offer up for local food-supporting efforts and need improvements
- Consider trial programs to grow higher-value products at city-owned greenhouses
- Make available to growers irrigated and non-irrigated land at low lease rates
- Make unused city buildings available for food sorting, storage and distribution
- Partner the community centers with community gardens and local farmers, non-profits, or the county extension office for technical assistance and programming
- Apply for grant funding for community center community gardens



RECOMMENDATION 7C: CONSIDER A TRIAL PROGRAM OF FREE-WIFI IN PARKS (DTI, PARKS AND RECREATION)

RECOMMENDATION 7D: STUDY THE FEASIBILITY, TRAFFIC, COSTS, AND BENEFITS OF BUS ROUTES TO MARKETS (TRANSIT)

RECOMMENDATION 7E: STUDY THE FEASIBILITY OF HOW THE RAILYARDS MARKET CAN BE USED TO IMPROVE THE LOCAL FOOD AND AGRICULTURE INFRASTRUCTURE (COO, PLANNING, PARKS AND RECREATION)

LONG-TERM ACTIONS

ACTION 8: ASSESS HOW FOOD AND AGRICULTURE CAN CONTRIBUTE TO THE ADMINISTRATION'S ENVIRONMENTAL AND SUSTAINABILITY GOALS

Cities across the United States are looking at issues of sustainability, climate change and environmental improvements. The City of Albuquerque is in the position to lead the way on these issues. Currently Albuquerque's green waste is processed into rough chip mulch and used to help prevent erosion at Cerro Colorado Landfill.



RECOMMENDATION 8A: ASSESS A GREEN RECYCLING INITIATIVE OR COMPOSTING FACILITY (SOLID WASTE)

- The Albuquerque Bernalillo County Water Utility Authority (ABCWUA) already operates a formerly city-owned compost facility on the west side. Assessing the capabilities for use of this site for accepting more waste and improving the output could help in recycling and environmental improvement efforts
- Albuquerque could institute a green recycling program. Because of the limited landfill space in the area, Albuquerque should partner with Rio Rancho to charge residents for picking up green waste (lawn and tree clippings, etc.), separate from regular trash or recycling pick up, to turn it into compost or mulch. This would provide economic development and job creation

RECOMMENDATION 8B: INCORPORATE AGRICULTURE AND FOOD PRODUCTION INTO THE MAYOR'S CLIMATE PLAN (CHIEF OF STAFF'S SUSTAINABILITY WORKING GROUP)

ACTION 9: CREATE INCENTIVES FOR LOCAL FOOD-RELATED BUSINESSES TO THRIVE

The City of Albuquerque has the power to create economic incentives for local businesses to purchase food locally. One model that has proven successful in New Mexico is the state film incentive program, which allows for out-of-state productions to hire local workers and buy local products. Replicating this in the agriculture industry might have a similar positive effect on local and national businesses, restaurants, and distributors to purchase a certain percentage of locally-sourced ingredients or value-added products. The City could partner with the County and the State to consider programs that favor businesses purchasing local food.

The City of Cleveland's Local and Sustainable Purchasing Ordinance provided a 2-4% bid preference for companies that source products locally and/or are certified as a sustainable business.^{xxxv}



One consideration is to further develop the City's LEDA program to cover more efforts that involve agriculture. Mayor Keller could submit to the City Council a measure under LEDA authority tied to agriculture and jobs that would provide tax incentives, rebates, or industrial revenue bonds (IRBs) to businesses showing how this initiative creates jobs. This could include creating a system to track how many dollars are being spent on local food.

The City of Albuquerque could also be at the forefront of urban agriculture as it relates to zoning laws. Few cities have zoning codes dealing specifically with urban agriculture but many cities have codes that indirectly affect urban agriculture.

The City should examine its zoning laws to see where urban agriculture can be explicitly incorporated, for example; how taxes are charged to warehouse farms and how application points can be awarded for community benefit as it relates to agriculture.

RECOMMENDATION 9A: SUBMIT A MEASURE CREATING ECONOMIC INCENTIVES FOR LOCALLY-PURCHASED FOOD TO THE CITY COUNCIL (MAYOR'S OFFICE, INTERGOVERNMENTAL AFFAIRS)

RECOMMENDATION 9B: USE THE GROSS RECEIPTS TAX TO PROVIDE TAX INCENTIVES TO LOCAL BUSINESSES FOR NEW PROCUREMENT (MAYOR'S OFFICE, ECONOMIC DEVELOPMENT)

RECOMMENDATION 9C: EXAMINE ZONING LAWS AND TAXES THAT AFFECT AGRICULTURE. (MAYOR'S OFFICE, COO, PLANNING, MUNICIPAL DEVELOPMENT, PARKS AND RECREATION)

Cleveland has created an urban garden district within its zoning code requiring that urban gardens are appropriately located on sites and represent the highest and best use for the community. The code defines community gardens, market gardens, greenhouses, hoop houses, and coldframes. Permitted main uses within the urban garden district include only community gardens and market gardens. Permitted secondary uses include greenhouses, hoop houses, coldframes, open space, fences, signs, benches, bike racks, raised beds, compost bins, seasonal farm stands, garden art, rain barrels, chicken coops, beehives, and children's play areas. Buildings are limited to tool sheds, shade pavilions, barns, restroom facilities with composting toilets, and planting preparation houses. A list of supplemental regulations controls the specific elements of permitted accessory uses including location, height, and coverage.

The Advocates for Urban Agriculture worked with the Chicago Department of Planning and Development to include amendments to an ordinance that would recognize urban agriculture in the city code. Amendments addressed where community gardens are allowed and what commercial urban farms are permitted to sell.



ACTION 10: CREATE NEW OPPORTUNITIES TO INCREASE SCALE AND CONNECT MARKETS

Many of this study's interview participants noted the region's difficulty with producers' ability to scale up as well as connecting with markets. Several cities across the country have partnered with their county extension offices, local agriculture nonprofits, or food cooperatives to help farmers increase production with minimal cost, learn new skills, and connect to institutional markets.

The Michigan Farmers Market Association (MIFMA) runs a program called Hoop Houses for Health which allows farmers to apply for funding to build a new hoop house. The MIFMA identifies vulnerable communities who can receive vouchers to purchase locally grown produce at farmers markets and establishes connections for the farms to provide produce to local schools.

The City should explore innovative programs to help fund hoop houses and greenhouses that help farmers contend with Albuquerque's harsh weather conditions and limited growing season. The Mayor should replicate these programs by using city-owned land and partnering with the Bernalillo Count Extension, the Grow the Growers program, and local farmers utilizing hydroponic growing (like Silver Leaf Farms) to grow produce and receive

commitments to purchase from local anchor institutions like APS, Bernalillo County, UNM, and Presbyterian.

For city contracts with local producers, the City should structure the contracts for multiple years but consider provisions to allow the farms to receive the money upfront to boost their infrastructure. By providing this initial capital through a possible partnership with Nusenda or other lenders, farmers could scale up--maybe not enough for institutional procurement--but at least increase their production toward long-term growth.

In Chicago, hoop houses are a necessity because of their cold winters. Advocates for Urban Agriculture partnered with the National Resource Conservation Service (NRCS) at USDA to use Environmental Quality Incentives Program (EQIP) funds for growers and large lot owners to purchase high tunnels to go on their residentially zoned land and be reimbursed up to \$3.78 per square foot.

In August 2018, several City of Albuquerque employees visited the Evergreen Cooperatives in Cleveland--which includes the Green City Growers, the largest food-production greenhouse in a core urban area in the United States.^{xxxvi} A for-profit company in partnership with Cleveland's anchor institutions built a 10-acre hydroponic greenhouse that created local jobs and fed the local community through grocery stores, wholesale distributors (like Sysco and US Foods), the local university and hospital, and various restaurants.

RECOMMENDATION 10A: EXPLORE INNOVATIVE PROGRAMS TO HELP INCREASE PRODUCTION AND ACCESS TO MARKETS (PARKS AND RECREATION, ECONOMIC DEVELOPMENT, LEGAL)

- Consider what programs could be feasibly replicated in Albuquerque
- Partner with the Bernalillo County Extension Office, local agriculture organizations, and farmers
- Work with grant writers to apply for Federal, State, foundation and other funding



RECOMMENDATION 10B: STRUCTURE CONTRACTS TO GUARANTEE PRODUCERS CAPITAL (LEGAL)

- Structure city contracts with local producers for multiple years but guaranteeing capital upfront to help farmers boost their infrastructure

ACTION 11: RESEARCH ESTABLISHMENT OF AN INDOOR FARMERS MARKET

Finally, the City should study and research the establishment of an indoor farmers market. Many of our interview participants state their belief that a crucial missing piece to the local supply chain was an indoor market in Albuquerque. Most notably, people referred to the Railyards as a location for this opportunity. Boosting the infrastructure at the Railyards could take on a number of forms that extends the season for producers: easily-accessible loading and unloading, parking, and storage for vendors; a cold storage facility that is an immediate way to extend the local growing season past November. Whichever form this takes, the City could explore ways to address these infrastructural needs.



In addition or in the alternative, the City could support educational programming like cooking and nutritional classes at Three Sisters Kitchen or the Mixing Bowl at the South Valley Economic Development Center. The City should consider the costs and benefits of being a local government administrator for capital outlay appropriations for First Choice Community Health Care. The City of Albuquerque could act as a fiscal agent to help fund the development of this food hub in the South Valley.

RECOMMENDATION 11A: RESEARCH AND EXPLORE WAYS TO ADDRESS INFRASTRUCTURAL NEEDS FOR AN INDOOR FARMERS MARKET (COO)

APPENDICES

APPENDIX A: TABLE SUMMARIZING ACTIONS AND RECOMMENDATIONS

ACTION/ RECOMMENDATION	DEPT. RESPONSIBLE	OTHER DEPTS. INVOLVED	POTENTIAL FUNDING SOURCES	TIMEFRAME
Action 1: Increase levels of local procurement				
Rec. 1A: Analyze Procurement Data	Procurement	Legal		6 months
Rec. 1B: Utilize the Small Purchase Limit for Local Vendors	All City Departments			6 months
Rec. 1C: Develop a Plan to Incorporate Local Vendors into Food Purchasing	Procurement			12 months
Action 2: Create a city-funded food and agriculture position				
Rec. 2A: Establish a “Food and Agriculture Advisor”	Mayor’s Office		Foundations	12 months
Action 3: Improve community education around local food and agriculture				
Rec. 3A: Incorporate agriculture into a long-term message strategy	Communications			6 months
Rec. 3B: Select “buy local” or “food and agriculture” as the subtheme for One Albuquerque	Mayor’s Office, First Lady’s Office	Communications, Constituent Services		6 months
Rec. 3C: Incorporate agricultural programming into family and community services	Family and Community Services		USDA, NMDA, Foundations	12 months
Action 4: Address needs of farmers markets				
Rec. 4A: Improve parking at farmers markets	Parks and Recreation	Municipal Development, Planning	State Capitol Outlay, USDA, Municipal Bond Program	12 months
Rec. 4B: Subsidize or waive fees for road closure signs for reoccurring markets	Municipal Development	Legal, Parks and Recreation		6 months

ACTION/ RECOMMENDATION	DEPT. RESPONSIBLE	OTHER DEPTS. INVOLVED	POTENTIAL FUNDING SOURCES	TIMEFRAME
Rec. 4C: Reexamine the Memorandum of Understanding (MOU) process	Municipal Development	Legal		6 months
Rec. 4D: Create a program for remaining produce at the farmers markets	Parks and Recreation	Animal Welfare, FCS, Senior Affairs, Economic Development		12 months
Rec. 4E: Offer accounting assistance to farmers markets to lessen administrative costs	Finance and Administrative Services			12 months
Action 5: Incorporate agriculture in local tourism				
Rec. 5A: Identify large conferences and meetings of tourists	Economic Development, Convention & Visitors			3 months
Rec. 5B: Produce literature and online content highlighting local food and agriculture	Economic Development	Lodger's Tax Board	USDA	6 months
Rec. 5C: Cultivate agri-tourism in the area	CAO		USDA/State Tourism Department	
Action 6: Establish a Food and Agriculture Board				
Rec. 6A: Create a board specific to open space and community gardens	Mayor's Office	Constituent Services, Boards and Commissions	USDA, Foundations	12 months
Rec. 6B: Attend a Local Food Conference or Meeting	Mayor's Office			3 months
Action 7: Improve Infrastructure				
Rec. 7A: Inventory city-owned vacant land and buildings for agricultural use	Planning	MRA, Parks and Recreation, Municipal Development	USDA	6 months
Rec. 7B: Inventory and improve currently-used city-owned facilities	Planning	Family and Community Services, Parks and Recreation		

ACTION/ RECOMMENDATION	DEPT. RESPONSIBLE	OTHER DEPTS. INVOLVED	POTENTIAL FUNDING SOURCES	TIMEFRAME
Rec. 7C: Consider a trial program of free-wifi in parks	Technology and Innovation	Parks and Recreation	Foundations	6 months
Rec. 7D: Study the feasibility, traffic, costs, and benefits of bus routes to markets	Transit			6 months
Rec. 7E: Study the feasibility of how the Railyards Market can be used to improve the local food and agriculture infrastructure	COO	Planning, Parks and Recreation	USDA, Foundations	9 months
Action 8: Assess how food and agriculture can contribute to the Administration’s environmental and sustainability goals				
Rec. 8A: Assess a green recycling initiative or composting facility	Solid Waste	Environmental Health	EPA, State Environment Department	9 months
Rec. 8B: Incorporate agriculture and food production into the Mayor’s climate plan	Chief of Staff’s Sustainability Working Group		Bloomberg	9 months
Action 9: Create economic incentives for local food-related businesses to thrive				
Rec. 9A: Submit a measure creating economic incentives for locally-purchased food to the City Council	Mayor’s Office	Intergovernmental Affairs, Procurement, Legal		12 months
Rec. 9B: Examine zoning laws and taxes that affect agriculture	Mayor’s Office	COO, Planning, Municipal Development, Parks and Recreation		12 months
Action 10: Create new opportunities to increase scale and connect markets				

ACTION/ RECOMMENDATION	DEPT. RESPONSIBLE	OTHER DEPTS. INVOLVED	POTENTIAL FUNDING SOURCES	TIMEFRAME
Rec. 10A: Explore innovative programs to help increase production and access to markets	Parks and Recreation	Economic Development, Legal	New Mexico Department of Health, Foundations, USDA	12 months
Rec. 10B: Structure Contracts to Guarantee Producers Capital	Legal			12 months
Action 11: Support an indoor farmers market				
Rec. 11A: Research and explore ways to address infrastructural needs for an indoor farmers market	COO		Foundations, USDA	9 months

APPENDIX B: LIST OF PARTICIPANTS

Special thanks to those who participated in interviews including:

Esteban	Aguilar	City of Albuquerque, Legal
Krysten	Aguilar	La Semilla
John	Barney	Bernalillo County
Benjamin	Bartley	La Montanita Coop
Anzia	Bennett	Three Sisters Kitchen
Lola	Bird	Downtown ABQ MainStreet Initiative
Laura	Calvert	Advocates for Urban Agriculture
Leigh	Caswell	Presbyterian Healthcare Services, Center for Community Health
Kendal	Chavez	Farm to Table and Growing Health and Justice Coalition
Caren	Cowan	NM Cattlegrowers Association
Bob	DeFelice	First Choice Community HealthCare
Claire	Dudley-Chavez	City of Albuquerque, Family and Community Services
Zoey	Fink	Tres Hermanas Farm, Lutheran Refugee Services
Justine	Freeman	City of Albuquerque, Deputy Chief of Staff
Tina	Garcia-Shams	Street Food Institute
John	Garlisch	Bernalillo County Extension Office
Kate	Greenberg	National Young Farmers Coalition
Brandon	Gregoire	Dig and Serve
Eric	Griego	
Donald	Hertzler	Frog Level Farm
Casey	Holland	Chispas Farms, Grow the Growes
Sarah	Ijadi	Mid-Region Council of Governments (MRCOG)
Patrick	Jaramillo	American Friends Service Committee
Teresa	Johansen	Roadrunner Food Bank
Janelle	Johnson	City of Albuquerque, CAO
Jedrek	Lamb	Agricultura Network
Santiago	Maestas	South Valley Regional Association of Acequias (SVRAA)
Alicia	Manzano	City of Albuquerque, Communications
Denise	Miller	New Mexico Farmers' Marketing Association
Jesse	Muniz	City of Albuquerque, Department of Finance and Accounting
Sarita	Nair	City of Albuquerque, CAO
Virginia	Necochea	Center for Social Sustainable Systems (CESOSS)
Adrian	Oglesby	UNM School of Law, Utton Center
Carol	Pierce	City of Albuquerque, Family and Community Services
Vicki	Pozzebon	Delicious NM
Kelsey	Rader	NM First
Henry	Rael	McCune Foundation
Lawrence	Rael	City of Albuquerque, COO
Courtney	Rich	South Valley Economic Development Center, the Mixing Bowl

Molly	Riordan	Philadelphia Food Policy Advisory Council
Cecilia	Rosacker	Rio Grande Agricultural Land Trust
Anna	Sanchez	City of Albuquerque, Senior Affairs
Darren	Sadow	First Choice Community HealthCare
Elan	Silver-Blatt	Silver Leaf Farms
Ann	Simon	Mid-Region Council of Governments (MRCOG)
Dave	Simon	City of Albuquerque, Parks and Recreation
Monte	Skarsgard	Skarsgard Farms
Scott	Wilber	New Mexico Land Conservancy
Matthew	Whelan	City of Albuquerque, Solid Waste

APPENDIX C: SAMPLE VALUE CHAIN JOB DESCRIPTION

VALUE CHAIN COORDINATOR, LOUISVILLE, KENTUCKY

Job Summary:

The Louisville Farm to Table program, part of Louisville Metro government, is seeking a full time coordinator to be a resource for farmers, working one-on-one with them to help increase their individual capacity to earn income growing food and by developing markets for that food. The LFT coordinator works to increase the amount of Kentucky-grown food purchased by consumers by all means possible, including building infrastructure and networks that allow food to flow from farmer to user. Users include institutions such as higher education and hospitals, in addition to restaurants and consumers.

Position Description:

The Louisville Farm to Table coordinator will be charged with facilitating one on one inquiry and consultation to assist farmers increasing sales, in addition to seek and develop markets for those farm-grown foods. Job tasks are likely to change daily, depending on the needs of the client, and can range from tracking down technical assistance resources that increase success to building sales lists and calling on chefs and institutional dining contract managers. The job includes working with individual farmers on a micro level to take them step by step through the process of readying a product for market, finding and/or developing markets for them. Farm products can range from produce to protein. The coordinator will be expected to work collaboratively with key partners engaged in food system development work. In addition, the coordinator should be ready to make regular reports of the type of work completed and resources used and/or developed in order to complete an overall picture of Value Chain Coordination.

Job Duties:

- Work with extension agents and other government and NGO partners to develop and keep a manageable list of farmers who will benefit from one-on-one consultation to increase earnings from growing food on the farm
- The coordinator will seek ways to manage farm food distribution so that food market dollars in Louisville will be able to support farms within the borders of Kentucky, including developing relationships with processors, chefs, distributors, crop specialists and other resource providers to make sure each step of the food value chain supports the sales of Kentucky grown foods
- In communication with farmers and community, determine farmer goals, develop production plans, build “safety net” of resources, research and develop markets, make sales calls and otherwise work to increase farmer capacity to earn income from growing food

- Work with partners to evaluate and remove barriers to small and underserved farmers from entering the food system. Help expand the food system by working with farmers to increase production by facilitating extended season production and season-extension processing
- Work 1 on 1 consultation with a manageable number of farmers to increase their capacity to earn money from growing food. Engage in regular progress checks via site visits, collaborate on farm plans and so on
- Work with partners to identify opportunities and develop continuing education and other educational opportunities and resources for extension agents to enhance their ability to promote regional and food system development
- Expand capacity of general food systems, including increasing the use of Kentucky-grown foods in large and small dining venues, from homes to convention centers. This work includes research, social media, meeting organization, and general flexibility and self-starting

Skills/Knowledge/Abilities:

- Excellent listening, verbal and written communication, and research skills
- Sales and marketing experience and/or enthusiasm, including a tolerance for rejection and an ability to make cold calls
- A comfort level with the interrelationship of social media platforms and an ability to strategize outreach through them. Command of Word and other Office programs; video skills a plus
- Demonstrated ability to work in collaborative, multi-agency initiatives
- Regular travel within the state
- Self-starter and flexible
- Demonstrated customer service skills with ability for short response times and complete follow-through
- Knowledge of and comfort with general agriculture production, farms and farmers

APPENDIX D: FOOTNOTES

- i Reports include the Resilience in New Mexico Agriculture Strategic Plan, http://nmfirst.org/_literature_241465/The_Resilience_in_New_Mexico_Agriculture_Strategic_Plan; The Power of Public Procurement, <https://www.farmtotablenm.org/wp-content/uploads/2013/01/Executive-Summary-Final-1-23-15.pdf>, and the State Auditor’s Transparency Report, State and Local Food Contracting, https://www.saonm.org/media/uploads/State_and_Local_Food_and_Food_Service_Contracting_updated_October_2017.pdf.
- ii <https://www.census.gov/quickfacts/nm>
- iii New Mexico Voices for Children 2018 Report, <https://www.nmvoices.org/wp-content/uploads/2018/06/NM-KC-profile-2018-1.pdf>
- iv The State of Health in New Mexico, 2018. <https://nmhealth.org/publication/view/report/4442/>
- v M. James Faison & Todd Leverette (2018) Let them cook: Overcoming regulatory hurdles to the growth of local food micro-ventures, Community Development, 49:3, 324-340, <https://doi.org/10.1080/15575330.2018.1467940>
- vi M. James Faison & Todd Leverette (2018) Let them cook: Overcoming regulatory hurdles to the growth of local food micro-ventures, Community Development, 49:3, 324-340, <https://doi.org/10.1080/15575330.2018.1467940>
- vii <https://www.abqjournal.com/1223012/likely-voters-give-mayors-job-performance-high-marks.html>
- viii Transparency Report, State and Local Food Contracting, October 2017 https://www.saonm.org/media/uploads/State_and_Local_Food_and_Food_Service_Contracting_updated_October_2017.pdf
- ix *Id.*
- x *Id.*
- xi *Id.*

- xii Healthy Neighborhoods Albuquerque is a collaborative between local anchor institutions to spur job growth and business development in under-invested areas to promote health in the community. The anchor institutions include UNM Health Sciences, Presbyterian Healthcare Services, Central New Mexico Community College, Albuquerque Public Schools, First Choice Community Healthcare, the Albuquerque Community Foundation, and the City of Albuquerque. In the previous mayoral administration, representatives from the City of Albuquerque have participated in the working group
- xiii <https://www.cabq.gov/mayor/news/mayor-tim-keller-announces-new-city-initiative-to-2018buy-local2019>
- xiv <https://www.cabq.gov/dfa/purchasing/solicitations>
- xv Charter of the City of Cleveland, § 187A.02 Preference for Local Producers, Local- Food Purchasers, and Local Sustainable Businesses
- xvi http://www.city.cleveland.oh.us/sites/default/files/forms_publications/LocalSustPurchasingBrochure-OEO-2013.pdf
- xvii <http://losranchosnm.gov/staff/>
- xviii Value chain or supply chain is the term used to describe the multiple steps required to go from farm to table. From the farmers and ranchers growing and raising produce and meat, to the processing, storing, and distribution facilities, to the local markets where the consumers purchase the products, agricultural value chain describes all of the goods and services that link farmers to markets to consumers. Currently, there are only two value chain specialists in New Mexico (La Montañita Coop and the NM Farmers Marketing Association). Louisville, KY is one of the only cities to have a city-funded value-chain position (the job description can be found in Appendix A)
- xix Joel Diemer, T. C. (2010). Agriculture's Contribution to New Mexico's Economy. http://aces.nmsu.edu/pubs/_circulars/CR675/welcome.html
- xx Several of our interviews noted that recent mayoral administrations have been absent or not taken an active role in local meetings of the city's anchor institutions
- xxi Hodgson, K. (2012). COMMUNITY-BASED FOOD SYSTEMS : A National Scan and Evaluation of Local Comprehensive and Sustainability Plans. American Planning Association. https://planning-org-uploaded-media.s3.amazonaws.com/publication/download_pdf/Planning-for-Food-Access-and-Community-Based-Food-Systems.pdf
- xxii *Id.*

- xxiii <http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/OfficeOfSustainability/LocalFoodsAndSustainableBusiness>
- xxiv <https://cleeconomicdevelopment.wordpress.com/2012/10/24/healthy-food-jobs-cornucopia-place-and-bridgeport-cafe-grand-opening/>
- xxv <http://www.freshwatercleveland.com/features/urbanfarmersmature102512.aspx>
- xxvi Kerton, S., & Sinclair, J. (2010). Buying local organic food: a pathway to transformative learning. *Agriculture and Human Values*, 27(4), 401-413
- xxvii <https://www.abqjournal.com/1201881/keller-looks-to-boost-citys-use-of-local-businesses.html>
- xxviii New Mexico Voices for Children 2018 Report, <https://www.nmvoices.org/wp-content/uploads/2018/06/NM-KC-profile-2018-1.pdf>
- xxix Kerton, S., & Sinclair, J. (2010). Buying local organic food: a pathway to transformative learning. *Agriculture and Human Values*, 27(4), 401-413
- xxx Neuner, K., Kelly, S. & Raja, S. (September, 2011). Planning to eat? Innovative local government plans and policies to build healthy food systems in the United States. Retrieved from http://cccfoodpolicy.org/sites/default/files/resources/planning_to_eat_sunybuffalo.pdf
- xxxi http://www.minneapolismn.gov/www/groups/public/@cped/documents/webcontent/convert_282989.pdf
- xxxii *Id.*
- xxxiii *Id.*
- xxxiv *Id.*
- xxxv Charter of the City of Cleveland, § 187A.02 Preference for Local Producers, Local-Food Purchasers, and Local Sustainable Businesses
- xxxvi <http://www.evgo.co/gcg/>