



Farm to Community Food Hubs Grant Program

Track 2 Infrastructure and Operations

Application Questions and Evaluation Criteria

TRACK 2 INFRASTRUCTURE AND OPERATIONS				
Application Sections	Sub-section	Sub-section Points	Total Points	% of Total
Applicant Information			0	0%
Eligibility (New Community Food Hub)			5	3%
Funding Amount Requested			0	0%
Previous Grants			0	0%
Project Title and Summary			0	0%
Project Team	Team Members and Experience	15	20	12%
	Producer-Led Community Food Hub	5		
Project Need			20	12%
Workplan and Budget			25	15%
Serving Food Producers	Food Producer Network	40	50	29%
	Priority Food Producers	5		
	Beyond Sales	5		
Buyers and Sales	Priority Buyers	10	20	12%
	Addressing Needs	10		
Financial Sustainability	Financial Analysis	5	10	6%
	SWOT Analysis	5		
Food Safety			0	0%
Metrics			5	3%
Letters of Support			15	9%
Additional Applicant Information			0	0%
Total Possible			170	100%

APPLICANT INFORMATION	NO POINTS AVAILABLE
<p align="center">Application Questions</p>	<p align="center">Review Criteria</p>
<p>1. Applicant's First and Last Name: 2. Applicant's Work Title: 3. Work Phone Number: 4. Legal Organization/Business Name: Note: Please enter the legal business name of the entity that will serve as lead for the project and will receive grant funds if awarded. This name should match the name on the tax return that the organization/business files with the federal Internal Revenue Service for the entity. The legal name you provide is the entity to which the CDFA will extend a grant agreement if your project receives a grant award. All other responses in this section should correspond with the Legal Business Name you provide.</p> <p>5. Unique Tax/Business Identification Number: 6. Organization/Business Website: 7. Organization/Business Mailing Address: 8. Physical Organization/Business Address: 9. Physical Address of where project will be located: 10. County of the project's physical address: 11. Which of the following distribution models best describes how the community food hub <u>currently</u> distributes California food products? a. Not applicable. The community food hub has not started operating yet. _____ b. Direct-to-consumer only. For example: delivering food boxes directly to individuals or homes _____ c. Hybrid: a mixture of direct-to-consumer and wholesale _____ d. Wholesale only. For example: delivering food only to institutions, grocery retail, or other larger volume buyers _____</p>	<p>Section complete? Yes/No</p>
ELIGIBILITY	5 POINTS AVAILABLE
<p align="center">Application Questions</p>	<p align="center">Review Criteria</p>
<p>12. Which of the following best describes your entity? Please choose one by typing "x". a. California County Office of Education _____ b. California Native American Tribe _____</p>	<p>Section complete? Yes/No</p> <p>Question 12. Did applicant select eligible entity? (Yes/No)</p>

- c. California public school district _____
 - d. California State University _____
 - e. Certified B Corporation _____
 - f. Cooperative business _____
 - g. Food and agriculture-related business _____
 - h. Nonprofit organization _____
 - i. Resource Conservation District _____
 - j. Tribal college _____
 - k. Tribal school (such as those administered through the Bureau of Indian Education) _____
 - l. Tribal-led nonprofit organization _____
- Required for Tribal-led nonprofit organizations:** Please list the California Native American Tribe(s) your organization will be serving and/or partnering with during the project AND briefly describe your experience working with California Native American Tribes: _____
- m. University of California _____
 - n. Other, please explain: _____

13. Do the owner(s) or leader(s) of the business/organization live in California?
Yes: _____ **No:** _____

14. Is the applicant's organization the owner of the community food hub operation, meaning the applicant's operation will conduct the day-to-day operations? **Please note:** Track 2 applicants are required to be the owners.
Yes _____ **No** _____

15. **If yes,** what was the community food hub operation's average annual gross income the past three years? Place an "X" for your choice. **Tip:** read the definition of "community food hub" in Section 1.2 of the Request for Application.

If applicant selected "Other", flag for additional review.

If applicant selected Tribal-led nonprofit organization, did applicant answer follow up question? (Yes/No)

Question 13. If applicant selected "no", flag for additional review. May be ineligible.

Question 14. If applicant selected "No", flag for additional review. Ineligible.

Question 15 (5 points). If applicant selects "not applicable" OR "\$1 million or less", applicant receives 5 points as a new community food hub.

If applicant selects "\$1,000,001 – 5 million", applicant receives 0 points as a developed community food hub.

If applicant selects "Greater than \$5 million", flag for review. Ineligible.

Question 16. If applicant selects "we aggregate and distribute food that is not source-identified" or "other", flag for review. May be ineligible as a community food hub project.

Question 17 – 18. If applicant selects "Yes", flag to review workplan/budget. Activities may be ineligible.

- a. Not applicable. The community food hub has not started operations yet. _____
- b. \$1 million or less _____
- c. \$1,000,001- \$5 million _____
- d. Greater than \$5 million (**Note:** in this case, the operation is not eligible to apply. Please see eligible entities in Section 1.4 in the Request for Application) _____

16. What type(s) of food will the community food hub aggregate and distribute? Please type "x" for all that apply. **Tip:** "source-identified" refers to knowing and identifying the food producer and/or general location (e.g. county; ancestral land) of where the food was produced.

- a. Source-identified Fruits _____
- b. Source-identified Vegetables _____
- c. Source-identified Herbs _____
- d. Source-identified Poultry _____
- e. Source-identified Meat _____
- f. Source-identified Seafood _____
- g. Source-identified Legumes _____
- h. Source-identified Nuts _____
- i. Source-identified Seeds _____
- j. Source-identified Eggs _____
- k. Source-identified Dairy _____
- l. Source-identified Grains _____
- m. Source-identified Native foods, including wild-harvested food _____
- n. We will aggregate and distribute foods that we will not source-identify _____
Note: In this case, the operation is not eligible to apply. Please see the definition of "community food hub" in Section 1.2 in the Request for Application)
- o. Other, please describe: _____

<p>17. Will the entity be using grant funds to donate food or make any kind of contributions/donations to other entities? No _____ Yes _____ <i>Note: using funds for donations, including food, is not allowed for this program. Including activities and costs to donate food could disqualify the application from scoring. Please see Section 1.6 Allowable and Unallowable Costs in the Request for Application.</i></p> <p>18. Will the entity be using grant funds to conduct direct-to-consumer food distribution, such as when individuals directly pay the community food hub for delivering boxes of food to people’s homes? No _____ Yes _____ <i>Note: using funds for <u>certain</u> direct-to-consumer activities is not allowed for this program. Please see Section 1.6 Allowable and Unallowable Costs in the Request for Application for details. Including certain direct-to-consumer activities and costs could disqualify the application from scoring.</i></p>	
FUNDING AMOUNT REQUESTED	NO POINTS AVAILABLE
Application Questions	Review Criteria
<p>How much funding is requested for this proposed project?</p>	<p>Complete? Yes/No Is the amount requested within the allowable range for Track 1? Yes/No</p>
PREVIOUS GRANTS	NO POINTS AVAILABLE
Application Questions	Review Criteria
<p>Has the applicant received a different California Department of Food and Agriculture grant related to this project? Yes _____ No _____ <u>If yes</u>, answer:</p> <ul style="list-style-type: none"> • What is the name of the California Department of Food and Agriculture grant program? • What year was the applicant awarded the grant? • What was the grant agreement number? 	<p>Complete? Yes/No</p>

<ul style="list-style-type: none"> How will the Farm to Community Food Hub Grant enhance or supplement the other grant award? 	
PROJECT TITLE AND SUMMARY	NO POINTS AVAILABLE
Application Questions	Review Criteria
<p>What is the project title? _____</p> <p>Briefly summarize the proposed project. Consider answering: what does the project ultimately aim to achieve? What are the project’s priorities? Why is this project important? What organizations are involved in implementing this project? <u>Note:</u> if awarded the grant, this project summary will be used in public communications about the farm to community food hub program. (500 word limit)</p>	<p>Complete? Yes/No</p>
PROJECT TEAM	20 AVAILABLE POINTS
Application Questions	Review Criteria
<p>Part A Team Members and Experience</p> <p>This section asks who will be directly involved in implementing the proposed project. Typically these individuals are compensated for their time working on the project. CDFA considers contractors, consultants, and technical assistance providers as part of a project team. If compensated, the project team members’ wages, fringe benefits, and fees (when applicable) should be included in the Project Budget.</p> <p><u>One person can fulfill multiple roles.</u> People participating on the project team can be employees/representatives of different entities or from one entity. <u>Complete the section below.</u> Applicants are not limited to the following team roles, but CDFA is looking for and evaluating whether the project team includes expertise in <u>at least</u> the roles listed below. Applicants can add as many project team roles as necessary to reflect their unique project.</p> <p><u>If the Project Budget includes contractors or consultants,</u> include those contractors and consultant in the project team. If the exact contractor is not known at the time of submitting the application, write “unknown contractor at this time” and briefly summarize what criteria will be used to identify a suitable contractor.</p> <p>The project team must include a minimum of the following team roles in:</p>	<p>Part A (15 points)</p> <ul style="list-style-type: none"> 15 points: the project team overall is very clear and all project team members have very relevant experience for their designated roles 10 points: the project team overall is clear and most of the project team members have relevant experience for their designated roles 8 points: the project team overall is somewhat clear and most of the project team members have some relevant experience for their designated roles 5 points: the project team overall is somewhat clear but only a couple of the project team members have relevant experience for their designated roles 0 points: the project team overall is unclear and/or no project team members clearly have experience for their designated roles

- Role: Business Development/Administration, with experience in business development, program development, financing/funding, external partnerships, and/or sustainability.
 - Summary of the person’s responsibilities during the project:
 - Name:
 - Organization they work for:
 - Work title:
 - Summary of the person’s expertise (for example: education, work experience, lived experience, other relevant projects they have worked on):
- Role: Operations, with experience in food safety, worker safety, supply chain coordination, and/or business operations.
 - Summary of the person’s responsibilities during the project:
 - Name:
 - Organization they work for:
 - Work title:
 - Summary of the person’s expertise (for example: education, work experience, lived experience, other relevant projects they have worked on):
- Role: Food Producer Relations, with experience working with California food producers, including those using traditional Indigenous food production practices and those that are socially disadvantaged; or beginning or limited resource food producers; or veterans; or disabled; or operate on 500 acres or less; or are cooperatively owned; and/or are using sustainable, climate smart, or regenerative practices.
 - Summary of the person’s responsibilities during the project:
 - Name:
 - Organization they work for:
 - Work title:
 - Summary of the person’s expertise (for example: education, work experience, lived experience, other relevant projects they have worked on):
- Role: Buyer Relations/Sales, with experience in institutional sales, contracting, and/or coordination with buyers.

<ul style="list-style-type: none"> ○ Summary of the person’s responsibilities during the project: ○ Name: ○ Organization they work for: ○ Work title: ○ Summary of the person’s expertise (for example: education, work experience, lived experience, other relevant projects they have worked on): <ul style="list-style-type: none"> ● <u>Other team roles.</u> Please include the person(s) full name, title, which organization they work for, a summary of their role in the project, and a summary of the expertise they bring to the project. Add as many additional team members as needed. <ul style="list-style-type: none"> ○ Project team role: ○ Summary of the person’s responsibilities during the project: ○ Name: ○ Organization they work for: ○ Work title: ○ Summary of the person’s expertise (for example: education, work experience, lived experience, other relevant projects they have worked on): 	
<p>Part B Producer-Led Community Food Hub</p> <p>Will the proposed project be a <u>producer-led community food hub</u>? Please type a “X” below. Per the Farm to Community Food Grant Request for Application, a producer-led community food hub means a community food hub in which California food producers are the owners, operators, and/or decision makers. The food producers have decision-making roles that directly affect the planning, design, and/or operations of the community food hub.</p> <p style="text-align: center;">Yes _____ No _____</p> <p><u>If you answered “Yes” above.</u> Please be specific about <i>how</i> the proposed project will be a producer-led community food hub. What roles California food producers will have in the ownership, operation, and/or decision-making for the community food hub? How do the food producers’ decisions directly affect the planning, design, and/or operations? <i>(800 word limit)</i></p>	<p>Part B (5 points available)</p> <p>If applicant selects “Yes” in Part B Question 1, 5 points available for Part B Question 2:</p> <ul style="list-style-type: none"> ○ 5 points: very clearly describes <i>how</i> the project will be a producer-led community food hub ○ 4 points: clearly describes <i>how</i> the project will be a producer-led community food hub ○ 3 points: somewhat describes <i>how</i> the project will be a producer-led community food hub but is missing some important details ○ 2 points: somewhat describes <i>how</i> the project will be a producer-led community food hub but is missing several/many important details

	<ul style="list-style-type: none"> ○ 0 points: does not answer the question or very unclearly describes <i>how</i> the project will be a producer-led community food hub
PROJECT NEED	20 POINTS AVAILABLE
Application Questions	Review Criteria
<p>Please describe the outcomes of any plans, work, community engagement, and/or business activities accomplished by the applicant’s organization that:</p> <ul style="list-style-type: none"> • Demonstrate why the proposed project is <u>needed</u>. • Demonstrate the need for the project is <u>significant</u> <p>For each activity described, include when it took place and which organization conducted the activity. If there are any reports, blogs, or articles related to the work, please include a link to those. (1500 word limit)</p>	<ul style="list-style-type: none"> • 20 points: very clearly demonstrates how outcomes of previous activities show the project is needed, very clearly describes who and when activities were accomplished, and very clearly has high significance. • 18 points: very clearly demonstrates how outcomes of previous activities show the project is needed, clearly describes who and when activities were accomplished for most activities (but missing a few), and very clearly has high significance. • 15 points: clearly demonstrates how outcomes of previous activities show the project is needed, clearly describes who and when activities were accomplished (might be missing a few), and has relatively high significance. • 10 points: somewhat demonstrates how outcomes of previous activities show the project is needed, clearly describes who and when activities were accomplished (missing several of these details), and has some significance. • 5 points: only demonstrates how outcomes of previous activities show the project is needed, but does not show the project is significant OR shows how the project is significant, but does not demonstrate how outcomes of previous activities show the project is needed • 3 points: provides some descriptions but does not provide enough detail to demonstrate experience, significance, or connection between previous activities and significance • 0 points: doesn’t answer question OR very unclear how outcomes of previous work relate to project need and/or significance OR very unclear how outcomes of previous work relate to the purpose of the grant program

WORKPLAN AND BUDGET	25 POINTS AVAILABLE
Application Question	Review Criteria
<p>Use the required workplan template and required budget template. You can download the templates from the Farm to Community Food Hubs Program website. Submit the completed documents with your application. The workplan should be submitted as a Word document. The budget should be submitted as an Excel document. Do not submit any document in PDF format.</p> <ul style="list-style-type: none"> • The workplan should include project goal(s), project objective(s), specific activities to meet the objective(s), the anticipated timeline of activities, and who on the project team will be responsible for the activities. The template includes guidance. • The budget should include all anticipated project costs needed and necessary to complete the project successfully. The template includes guidance. 	<p>For the Workplan and Budget:</p> <ul style="list-style-type: none"> • 25 points: Both Workplan and Budget are very detailed, very consistent between each other, and very much in alignment with the application as a whole • 20 points: Both Workplan and Budget are detailed, consistent between each other, and in alignment with the application as a whole • 15 points: Both Workplan and Budget are detailed, but only somewhat consistent between each other, and/or only somewhat in alignment with the application as a whole • 10 points: Both Workplan and Budget are somewhat detailed, somewhat consistent between each other, and somewhat in alignment with the application as a whole • 5 points: The Workplan and/or Budget are somewhat detailed, but lacking consistency between each other and/or lacking alignment with the application as a whole • 0 points: Workplan and/or Budget are missing major project elements, are not consistent between each other, and/or do not align with the application as a whole
SERVING FOOD PRODUCERS	50 POINTS AVAILABLE
Application Questions	Review Criteria

Part A – Food Producer Network

This section requires you to use the “Food Producer Network List” (Excel spreadsheet) AND “Food Producer Verification Form” (Word document) found on CDFA’s [Farm to Community Food Hub Program website](#). Using the Food Producer Network List, list each California food producer, including those using Indigenous food production practices, that this proposed project will directly serve and likely purchase from during the project period. Please follow the instructions included in the document. Using the Food Producer Verification Form, submit 10 forms from food producers that are included in the Food Producer Network List. If you have less than 10 food producers included in the Food Producer Network List, submit as many Food Producer Verification Forms from those food producers as possible.

Submission instructions:

- When submitting your final application, submit the completed Food Producer Network List as an Excel spreadsheet with your application (no PDFs).
- When submitting your final application, please include the Food Producer Verification Forms as PDF or Word document attachments.

Part A (40 points total possible)

Food Producer Network List (30 possible points)

Number of Food Producers

- **+2 points** if List includes 10 or more food producers
- **0 points** if includes 9 or less food producers

Local Food Producers

- **+2 points** if 40% or more of listed food producers align with RFA’s definition of “local”
- **0 points** if 39% or less of listed food producers align with RFA’s definition of “local”

For food producers that are noted “yes” for: socially disadvantaged; limited resource; operating on 500 acres or less; beginning; veteran; disabled; and/or cooperatively owned

- **3 points:** 75% or more of listed food producers meet this criteria
- **2 points:** 74-51% of listed food producers meet this criteria
- **1.5 points:** 50-21% of listed food producers meet this criteria
- **1 point:** 20-11% of listed food producers meet this criteria
- **0.5 points:** 10-1% of listed food producers meet this criteria
- **0 points:** 0% of listed food producers meet this criteria

For food producers that are noted “yes” for using sustainable, climate smart, or regenerative agricultural practices.

- **5 points:** 75% or more of listed food producers meet this criteria
- **4 points:** 74-51% of listed food producers meet this criteria
- **3 points:** 50-21% of listed food producers meet this criteria
- **1 point:** 20-11% of listed food producers meet this criteria
- **0.5 points:** 10-1% of listed food producers meet this criteria
- **0 points:** 0% of listed food producers meet this criteria

	<p>Food Producer Verification Forms (10 possible points)</p> <ul style="list-style-type: none">• +0.5 points for each signed verification form that is from a food producer from a priority group (e.g. socially disadvantaged; limited resources; etc.)• 5 points: 10 signed verification forms• 4 points: 9-8 signed verification forms• 3 points: 7-5 signed verification forms• 2 points: 4-3 signed verification forms• 1 point: 1-2 signed verification forms• 0 points: 0 signed verification forms
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<p>Part B – Priority Food Producers (1500 word limit)</p> <p>Please clearly describe the approach and activities that this project will use to prioritize purchasing from California food producers that represent <u>at least one</u> of the following groups. Please be specific about the type(s) of food producers. Tip: find the definitions for several of these terms in Section 1.2 of the Request for Application.</p> <ul style="list-style-type: none"> • Operating on 500 acres or less • Cooperatively owned • Using sustainable, climate smart, or regenerative agriculture practices or production systems • Socially disadvantaged food producers • Beginning food producers • Limited resource food producers • Veteran food producers • Disabled food producers 	<p>Part B (5 points)</p> <ul style="list-style-type: none"> • 5 points: very clearly describes approach/activities and includes thoughtful ideas that very clearly will prioritize purchasing from priority food producers • 4 points: clearly describes approach/activities and includes thoughtful ideas that clearly will prioritize purchasing from priority food producers • 3 points: somewhat clearly describes approach/activities and some thoughtful ideas that may prioritize purchasing from priority food producers • 2 points: describes some approach/activities, but does not include thoughtful ideas that will prioritize purchasing from priority food producers • 0 points: does not answer; does not clearly describe any approach/activities or does not clearly show how they'll prioritize purchasing from priority food producers
<p>Part C – Beyond Sales (1500 word limit)</p> <p>How will the community food hub serve food producers beyond purchasing and selling their food products? Please clearly describe the project's other approaches and activities for supporting food producers in its network. For example: leasing or providing discounted supplies to food producers; coordinating food safety trainings.</p>	<p>Part C (5 points)</p> <ul style="list-style-type: none"> • 5 points: very clearly describes approach/activities and includes thoughtful ideas that very clearly meet the needs of the food producers • 4 points: clearly describes approach/activities and includes thoughtful ideas that clearly meet the needs of the food producers • 3 points: somewhat clearly describes approach/activities and some thoughtful ideas that meet the needs of the food producers • 2 points: describes some approach/activities, but does not include thoughtful ideas that meet the needs of the food producers • 0 points: does not answer; does not clearly describe any approach/activities
<p>BUYERS AND SALES</p>	<p>20 POINTS AVAILABLE</p>
<p>Application Questions</p>	<p>Review Criteria</p>

Part A – Priority Buyers

1. Upon completion of the project, please estimate what percentage of sales will be with the following types of buyers. Please include your best estimate.
 - Public schools _____%_
 - Food banks _____%_
 - Other nonprofit organization buyers _____%_
 - Other public institution buyers (**note**: please see definition of “public institution” in Section 1.2 in the Request for Application): _____%_
 - Private institutions (e.g. for-profit grocery retail): _____%_
 - Retail store-front operated by the community food hub _____%_
 - Other (please describe): _____%_

Total percentage should equal 100%
2. Please clearly describe the strategies and/or activities that this project will use to prioritize selling to public institutions and nonprofit organizations, especially public schools, food banks, and/or other nonprofit food distribution organizations. **Tip:** Please see Section 1.2 in the Request for Application for which institutions are considered “public institutions” (includes California Tribal institutions). *(1500 word limit)*

Part A (10 points total)

Question 1 (0 points. Not scored).

Is question complete? (Yes/No)

If private institutions, retail store front, and/or other have higher % than other categories, flag for review.

Question 2. (10 points)

- **10 points:** Very clearly describes strategies/activities, very clearly addressing public schools, food banks, or other nonprofit food distribution organizations, and very clearly demonstrates thoughtful ideas
- **7 points:** Clearly describes strategies/activities, clearly addressing public schools, food banks, and/or other nonprofit food distribution organizations, and clearly demonstrates thoughtful ideas
- **5 points:** Somewhat clearly describes strategies/activities, somewhat addressing public schools, food banks, and/or other nonprofit food distribution organizations, and somewhat demonstrates thoughtful ideas
- **3 points:** Describes strategies/activities, but does not address public schools, food banks, and/or other food distribution nonprofit organizations, and/or does not demonstrate thoughtful ideas
- **0 points:** does not answer the question; does not provide any clear descriptions nor thoughtfulness

<p>Part B – Addressing Buyers’ Needs</p> <p>Please describe specific buyers’ needs and how the community food hub will be addressing these during operations. <i>For example: Buyer A will expect XYZ types of food products, food safety verification, invoicing, and/or delivery logistics. The community food hub will do C, D, and E to address these needs. We have included Z and X in the project budget to address these needs. (1500 word limit)</i></p>	<p>Part B (10 points)</p> <ul style="list-style-type: none"> • 10 points: Very clearly describes the needs, demonstrating they have clear knowledge or experience, and very clearly describes how the project will address the needs; demonstrates above-average knowledge/expertise, thoughtfulness, or creativity • 8 points: Clearly describes the needs, demonstrating they have knowledge or experience, and clearly describes how the project will address the needs; demonstrates above-average knowledge/expertise, thoughtfulness, or creativity • 5 points: Somewhat describes the needs, demonstrating they have some knowledge or experience, and somewhat describes how the project will address the needs; demonstrates average knowledge/expertise, thoughtfulness, or creativity • 3 points: Describes some needs, but does not demonstrate any particular knowledge or experience, and/or does not adequately describe how the project will address the needs; demonstrates below-average knowledge/expertise, thoughtfulness, or creativity • 0 points: does not answer the question; does not provide any clear descriptions, thoughtfulness, nor creativity
FINANCIAL SUSTAINABILITY	10 POINTS AVAILABLE
Application Questions	Review Criteria
<p>Part A – Financial Analysis (1500 word limit)</p> <p>Please describe the details of a financial analysis that includes:</p> <ul style="list-style-type: none"> • Quantification (numbers; statistics), and • Showcases a financial outlook for the community food hub, and • Clearly showcases thoughtful and reasonable planning. • Examples of what this could look like are below, but you are not limited to these examples. Please note all grant applications and supporting materials are subject to the Public Records Act. This information could become publicly available. <p><u>Examples</u> of an analysis include, but are not limited to:</p>	<p>Part A (5 points)</p> <ul style="list-style-type: none"> • 5 points: includes quantification, very clearly showcases a financial outlook, and very clearly demonstrates thoughtful and reasonable planning, such as clear investment in robust pre-planning; reasonable sales goals with a clear, thoughtful, feasible plan to achieve them; creative, feasible strategies to achieve state goals; etc. High confidence in applicant’s planning. • 4 points: includes quantification, clearly showcases a financial outlook, and clearly demonstrates thoughtful and reasonable planning, such as investment in pre-planning; reasonable sales

<ul style="list-style-type: none"> • Describing expected operating costs, sales goals, and what strategies, tools, and/or resources the applicant will use to achieve those goals and manage cash flow • Describing past community food hub operations and/or sales that demonstrate a track record of sales, buyer relationships, and growth and/or stability • Submitting pre-existing document(s), <u>such as</u> the following. <u>If you prefer to submit a document, please write below that you will be emailing the document as part of your application materials.</u> <ul style="list-style-type: none"> ○ A completed feasibility study that includes financial projections ○ A completed business plan and/or cash flow analysis 	<p>goals with a clear, thoughtful, feasible plan to achieve them; creative, feasible strategies to achieve state goals; etc. Confidence in applicant’s planning.</p> <ul style="list-style-type: none"> • 3 points: includes limited quantification, somewhat showcases a financial outlook, and somewhat demonstrates thoughtful and/or reasonable planning, such as some investment in pre-planning; reasonable sales goals with a clear, thoughtful, feasible plan to achieve them; creative, feasible strategies to achieve state goals; etc. Strategies and thoughtfulness may be more limited. Some confidence in applicant’s planning. • 2 points: includes limited quantification, showcases very little for a financial outlook, and limited demonstration of thoughtful and/or reasonable planning. Goals, strategies and thoughtfulness is fairly limited. There is some potential, but limited confidence in applicant’s planning. • 1 point: includes limited to no quantification, showcases very little for a financial outlook, and very limited demonstration of thoughtful and/or reasonable planning. Goals, strategies and thoughtfulness is are very limited. Very limited to no confidence in applicant’s planning. • 0 points: doesn’t answer the question; OR includes no quantification, doesn’t showcase financial outlook, and no demonstration of thoughtful and/or reasonable planning. No confidence in applicant’s planning.
<p>Part B – SWOT Analysis (1500 word limit)</p> <p>Please answer the following questions as part of a “Strengths, Weaknesses, Opportunities, and Threats” (SWOT) analysis for the community food hub project. You can write you response in paragraph form or bullet points. Please be clear in your responses.</p> <p><u>1. Strengths</u> – What are the strengths of the applicant and project team to implement the project? For example: describe what the applicant excels at, what separates it from other food hubs or food system partners, etc.</p>	<p>Part B Question 1 – 4a. (5 points)</p> <ul style="list-style-type: none"> • 5 points: very clear analysis and greater thoughtfulness and/or creativity on how to address each part of SWOT • 4 points: clear analysis and clear thoughtfulness and/or creativity on how to address each part of SWOT • 3 points: somewhat clear analysis and some thoughtfulness and/or creativity on how to address each part of SWOT • 2 points: more limited analysis and more limited thoughtfulness and/or creativity on how to address each part of SWOT

<p>1a. <u>Strategies to maintain or leverage strengths:</u></p> <p>2. <u>Weaknesses</u>- What are the weaknesses or limitation of the applicant and project team? What areas, skills, expertise, etc. do you need to improve to implement the project or achieve financial sustainability? For example: higher-than-average staff turnover; buyers have limited awareness of the community food hub; etc.</p> <p>2a. <u>Strategies to address weaknesses:</u></p> <p>3. <u>Opportunities</u> – What are favorable conditions/factors external to the applicant’s organization and project team that currently gives or in the future could give the community food hub project an advantage? For example: buyers receive more funding to purchase local food; food system partner agrees to share equipment or other resources; etc.</p> <p>3a. <u>Strategies to leverage opportunities:</u></p> <p>4. <u>Threats</u> – What are conditions/factors that could possibly harm or dampen the effectiveness of implementing the project or achieving financial sustainability? For example: unreliable or limited supply from food producers; unexpected high costs; supply chain disruptions; etc.</p> <p>4a. <u>Strategies to mitigate or prepare for threats:</u></p>	<ul style="list-style-type: none"> • 1 point: very limited or poor analysis and very limited to no thoughtfulness and/or creativity on how to address each part of SWOT • 0 points: does not answer the question; OR doesn’t include any clear analysis
FOOD SAFETY	0 POINTS AVAILABLE
Application Question	Review Criteria
<p>Part A Food Safety Does the community food hub operation have a current and complete food safety plan that documents manufacturing, holding, and/or packing practices, including an explanation about how the community food hub verifies that each of the food producers it sources from follow some level of food safety? Place an “X” next to your answer.</p> <p>a. Not applicable. We have not established community food hub operations yet. _____</p>	<p>Part A (0 points. Not scored)</p> <p>Complete? Yes/No</p> <p>If applicant selects “Not applicable” or “No”: confirm Project Budget includes costs addressing food safety.</p>

<p>b. Yes _____</p> <p>c. No _____</p> <p>d. I am not sure _____</p> <p>e. Other, please describe:</p> <p>_____</p> <p><u>Applicants that do not currently have a food safety plan in place for a community food hub must include costs related to developing food safety plans in the Project Budget for this application.</u> Grant recipients may use grant funds for costs to meet necessary food safety requirements for their projects. Please see “Track 2 Allowable and Unallowable Costs” in Section 1.6 in the Request for Application for more details about food safety.</p>	<p>If applicant selects “I am not sure” or “Other”, flag for review. Budget may need to include food safety costs.</p>
METRICS	5 POINTS AVAILABLE
Application Question	Review Criteria
<p>During the grant term, Track 2 grant recipients will be required to track and report on the data listed below. If awarded the grant, what approaches, methods, tools, and team coordination will the applicant use to track and report this data?</p> <ul style="list-style-type: none"> • Financial sustainability, such as sales revenue and operating costs • The number and type, with respect to size and ownership, of food producers from which food products were sourced • The number of food producers using climate smart agricultural practices or production systems • The weight and/or units of food products sourced from each food producer • The current number, type, and location of buyers served • The weight and/or units of food products sold and/or delivered to each buyer and/or units of food products sold and/or delivered to each buyer 	<ul style="list-style-type: none"> • 5 points: very clearly describes feasible approaches to manage tracking and reporting for the reporting requirements • 4 points: clearly describes feasible approaches to manage tracking and reporting for the reporting requirements • 3 points: somewhat clearly describes feasible approaches to manage tracking and reporting • 1 point: clearly or somewhat clearly describes approaches but they do not seem feasible to manage tracking and reporting • 0 points: does not answer the question OR unclearly describes approaches to manage tracking and reporting
LETTERS OF SUPPORT	15 POINTS AVAILABLE
Application Questions	Review Criteria
<p>Submit six Letter of Support Forms from the three groups described below. <u>For Tribal-led nonprofit organization applicants</u>, please read the important additional details below.</p>	<p><u>In Administrative review:</u> If applicant is a Tribal-led nonprofit organization, did they include Letter of Support from at least one of the Tribe(s) they propose serving through the project in Eligibility Section? (yes/no)</p>

- Applicants must use the required Track 2 Letter of Support Form, which can be downloaded from the Farm to Community Food Hubs Program website. Submit each Letter of Support Form as separate file (Word or PDF) or combine them into a single PDF file when submitting your application.
- All Letter of Support Forms must be signed to count. Signatures can be “wet” or e-signature.
- Additional Letter of Support Forms will not earn an application more points.
- Letters of Support Forms cannot be from individuals that are employees of the applicant’s business/organization or receiving a financial benefit from the grant award.

Applicants should include six Letter of Support Forms from the following three groups:

- Two Buyers: Two Letter of Support Forms from a California public institution or nonprofit organization that supports the project and is interested in purchasing from the community food hub. Please refer to Section 1.2 in the Request for Application to confirm how this grant program defines “public institutions”.
- One Business/Economic Development Supporter: One Letter of Support Forms from an individual or organization that has expertise in business or economic development that supports the project and is interested in partnering with or supporting the project. This organization does not have to be based in California. For example, this could be a small business center, a county economic development agency, or another organization that provides business coaching, financial advice/services, or other business technical assistance.
- Three Community Supporters: Three Letter of Support Forms from individuals or organizations that are tied to the communities where the project is located and serving, expressing support and the unique need for this project. For example, these organizations could be community-based organizations, more food producers, a California Native American Tribe, or food systems nonprofit organizations.

Scoring:

- **15 points:** 6 letters meet the requirements
- **11 points:** 5 letters meet the requirements
- **9 points:** 4 letters meet the requirements
- **7 points:** 3 letters meet the requirements
- **5 points:** 2 letters meet the requirements
- **3 points:** 1 letter meet the requirements
- **0 points:** 0 letters meet the requirements or no letters

<p>Important note for Tribal-led nonprofit organization applicants: Tribal-led nonprofit organization applicants must submit <u>at least one</u> signed Letter of Support Form from California Native American Tribe(s) that the applicant proposes serving as part of the project. Letter of Support Forms from Tribes <u>can count</u> towards the requirements detailed above if the Tribe represents one of the four required groups (for example: the Tribe owns/operates a public institution or nonprofit organization interested in purchasing from the community food hub; the Tribe has expertise in business/economic development and is interested in supporting the project; and/or the Tribe is a community supporter interested in supporting the project). If the Tribe(s) your organization is serving <u>does not</u> represent one of the groups required for Letters of Support, your organization must still submit a signed Letter of Support Form. Submitting a Letter of Support Form from a Tribe is required to pass administrative review and before the application is scored.</p>	
<p align="center">ADDITIONAL APPLICANT INFORMATION</p>	<p align="center">NO POINTS AVAILABLE</p>
<p align="center">Application Questions</p>	<p align="center">Review Criteria</p>
<p>1. CA Public Records Act: I acknowledge that my application materials, including the application, supporting materials, and any other relevant information submitted to the California Department of Food and Agriculture (CDFA), will be subject to the CA Public Records Act, which states that every citizen has the right to inspect and/or obtain a copy of any public record. Yes _____</p> <p>2. Who should CDFA contact for questions regarding this grant application?</p> <ul style="list-style-type: none"> • First and Last Name: • Position Title: • Work email address: • Work phone number: <p>2. Who is writing this grant application?</p> <ul style="list-style-type: none"> • First and Last Name: • Position Title: • Work email address: • Work phone number: 	<p>Complete? Yes/No</p> <p>Question 5. If applicant selects “no”, flag for review. Ineligible.</p>

3. Grant Agreement Signing Authority: If awarded, which of the project team members has signing authority for the grant agreement?
- Person 1 (required)
 - First and Last Name:
 - Position Title:
 - Work email address:
 - Work phone number:
 - Person 2 (optional)
 - First and Last Name:
 - Position Title:
 - Work email address:
 - Work phone number:
4. State Representatives. Please visit <https://findyourrep.legislature.ca.gov/> to identify your business/organization's State Assembly District(s) and Senate District(s) and your State Assembly and State Senate Members. Then, list your findings. Please note if you are awarded this grant, CDFA will use this information to notify your state representatives of your award.
- State Assembly District
 - State Assembly Member
 - State Senate District
 - State Senate Member
5. Do you agree to do all the Track 2 reporting activities if awarded a grant? Please view the reporting requirements in Section 1.8 in the Request for Application.
Yes _____ **No** _____
6. This is a reimbursement grant program. If awarded a grant and if eligible for advance payment, would your business/organization be interested in requesting an advance payment? Please review Section 1.9 in the Request for Application for more details and requirements about reimbursements vs. advance payments.
Yes _____ **No** _____

7. Is there anything else you would like to share with us? Answering this question or leaving it blank will not impact scoring.