Diversifying Public Markets & Farmers Markets

Request for Pre-Proposals

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Project For Public Spaces, Inc.

In Partnership With:
North American Farmers' Direct Marketing Association / Farmers' Market Coalition

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# TABLE OF CONTENTS

I. **INTRODUCTION**
   Background
   Public Markets & Communities: A New Paradigm

II. **PROGRAM FOR 2006 GRANT AWARDS:**
    Providing Resources To Innovate, the Capacity to Succeed
    A New Collaboration to Support Public Markets and Farmers Markets
    Grants Overview
    Program Goals

III. **GRANT CATEGORIES**
   1. Public Market/Farmers Market Networks: Broadening Impacts & Building Sustainability
   2. Individual Markets: Diversifying Farmer Markets Mini-Grants

IV. **REQUEST FOR PROPOSAL (RFP) & GRANT PROCESS**
   Pre-proposals – All Categories
   Full Proposals – Categories 1 & 3
   Final Proposals – Category 2 (Mini-Grants) Only
   Grant Selection Process Schedule

V. **ABOUT PPS & NAFDMA/FMC**
   Project for Public Spaces – Managing Partner
   Farmers’ Market Coalition – Principle Partner
   Project Advisory Board
   Public Markets Conference
   NAFDMA/FMC Convention

VI. **WHAT GRANTEES CAN EXPECT**
   All Grantees
   Market Network Grantees
   Mini-Grant Grantees
   State/Regional Farmers Market Association Grantees

VII. **PRE-PROPOSAL SUBMISSIONS**
   Pre-proposal Submission Requirements
   What Proposal Reviewers are Looking for
   How and When To Submit Your Proposal
   For Further Information
I. INTRODUCTION

Project for Public Spaces, Inc. (PPS) is pleased to release this Request for Pre-proposals (RFP) – “Diversifying Public Markets and Farmers Markets” – with approximately $1 million in collaborative funding from the Ford Foundation and the W.K. Kellogg Foundation. This grants initiative is being undertaken in partnership with the Farmers’ Market Coalition, a program of the North American Farmers’ Direct Marketing Association (NAFDMA/ FMC) to support public market networks (with a specific focus on farmers markets), individual farmers markets, and state/regional farmers market associations. This RFP describes the grant program for grants to be awarded in late 2005 and early 2006. It is envisioned that there will be another round of funding announced in the fall of 2006 for awards in 2007.

Background

Over the past three years, PPS has been working with the Ford Foundation and the W.K. Kellogg Foundation to develop a national funding initiative around public markets and farmers markets. With initial support from Ford, PPS conducted research that demonstrated how public markets provide both a low-cost entry point for new businesses and a focal point for bringing diverse groups of people together (see Public Markets as a Vehicle for Social Integration and Upward Mobility, 2002, at www.pps.org/markets).

This research was soon complemented by a grant from Kellogg to look into the role farmers markets play in supporting local food systems (see Public Markets & Community-Based Food Systems: Making Them Work in Lower-Income Neighborhoods, 2003). This research found that farmers markets could significantly increase access to and consumption of fresh fruits and vegetables in food insecure communities, while increasing opportunities for small and mid-sized farmers. In order to do both in a sustainable way, (i.e. where the market is not continually reliant on outside funding), markets had to create broader partnerships (e.g. with schools, churches, smart growth groups, health care institutions), share operational costs wherever possible, and create dynamic places.

Using these findings as a departure point, and with continued support from Ford, PPS worked with a diverse advisory group of community development experts and public market operators to develop a new paradigm and national funding program for public markets in low- and moderate-income communities. Some of the key questions we explored were:

- How can community assets be leveraged to the advantage of a market?
- How can a community utilize a public market to address significant community problems?
- How can the assets of a market be leveraged to the advantage of the community?
- How can a market contribute to catalyzing and increasing investments in the community and leverage additional retail activity on adjacent or nearby sites?
Essentially, how could public markets broaden the social and economic impacts they have on communities while simultaneously improving their internal economic sustainability? PPS’s public markets research demonstrated that markets have significant broader impacts that could be enhanced through targeted support.

**Public Markets & Communities: A New Paradigm**

The heart of the new paradigm that emerged is thus a meshing of the operating needs and other goals of the market with its broader impacts on and connections to the surrounding community.

PPS and the advisory group developed a Request for Proposals (RFP) around this paradigm, which sought applicants looking to develop three things for their market projects:

1) Internal economic sustainability of market operations and vendors;  
2) Links to broader community issues; and  
3) Animation of the public spaces (“placemaking”) at and around markets to provide civic participation opportunities across race, class and gender.
A complementary RFP was released by the federal Office of Community Services (OCS), U.S. Department of Health and Human Services – whom PPS, Ford, and the Advisory Group had developed a partnership with – to encourage rural and urban community development corporations (CDCs) to create public market projects providing employment and business development opportunities for people with low-incomes.

In January 2005, PPS awarded grants to nine market projects around the country. For more information on these grantees, go to: http://www.pps.org/markets/markets_news/ford_awards
II. PROGRAM FOR 2006 GRANT AWARDS: Providing Resources to Innovate, the Capacity to Succeed

It was clear by the overwhelming response to last year’s RFP that the goals of the program struck a chord with market operators across the country. The concept that emerged from PPS and the Advisory Group’s work is relatively straightforward: both markets and the communities they serve can benefit from a collaborative approach which brings together the assets and opportunities of markets with the assets and opportunities of communities. In other words, the program provides the resources to innovate by better connecting the market to broader community impacts, and the capacity to succeed as an effectively run organization.

While a large focus in the initial round of grantmaking was on markets’ relation to community economic development (including the development of local entrepreneurs), the inherent flexibility of the program paradigm also allows for broader partnerships around other social and economic issues. The diversity of individual selected grantees – whose broader goals ranged from improving public health and nutrition, to building local food systems, to fostering urban-rural linkages, and to building a successful market around diverse ethnicities and income groups – is both testament to this fact and inspiration for the direction in which we look to take this initiative.

A New Collaboration to Support Public Markets and Farmers Markets

As has been widely reported, there has been a dramatic increase in the number of farmers markets in the United States in the last ten years from some 1,755 markets in 1994 to over 3,700 in 2004. Over three million consumers shop weekly at these markets, where an estimated 30,000 small farmers and food entrepreneurs earn a partial or full living selling their local products. USDA has projected roughly $1 billion in annual consumer spending in urban, suburban and rural farmers markets.

These numbers are all the more astounding when considering that most farmers markets are the result of initiatives at the community level by grassroots organizations, faith-based organizations, downtown associations, chambers of commerce, and community food activists. Many of these organizations lack the resources and support systems to invest in their future and are unable to maximize the many benefits that farmers markets can have on their communities. This is particularly evident in low- and moderate income communities.

Federal and state support to foster innovation and promote capacity for farmers markets has been minimal. Municipalities, county governments and state agencies lack the understanding of how to work with these emerging non-conventional marketplaces. While there are existing models of communities and states investing in their farmers markets there is little replication of these models by others states and the federal government. There is a need to invest in farmers markets on a state and regional level while supporting innovative models of sustainable farmers markets that can be replicated elsewhere.
Leveraging the success of our past work and the current public market grants program with Ford, PPS recently received a grant from the W.K. Kellogg Foundation to expand the impact that farmers markets have on their communities and to increase their sustainability. This new effort is being undertaken in partnership with the Farmers’ Market Coalition component of the North American Farmers’ Direct Marketing Association (NAFDMA/FMC). Kellogg support will allow PPS to re-grant $1 million over the next two years.

In addition to Kellogg support of this regranting initiative, the Ford Foundation has also agreed to provide funds for re-granting, for a total in this 2006 round of funding of approximately $1 million for public markets and farmers markets. Ford’s interest in this round of funding is primarily in supporting public market networks.

Grants Overview

Grants from PPS (with Ford and Kellogg support) will be awarded in three (3) categories:

1. **Public Market/Farmers Market Networks: Broadening Impacts & Building Sustainability** – Five (5) grants in this category from a grant pool of approximately $475,000. The anticipated timeframe for grants in this category is 18-24 months.

2. **Individual Markets: Diversifying Farmers Markets Mini-Grants** – Ten to Fifteen (10-15) grants from a grant pool of $150,000 to $200,000. Mini-grants are expected to range from $12,000 to $25,000, with the size of the grant commensurate with the annual operating budget of the market. These grants will not require a full proposal. The anticipated timeframe for these grants is one year.

3. **State/Regional Farmers Market Associations: Building Capacity to Support Local Markets** – Four to Six (4-6) grants in this category from a grant pool of $300,000 – 350,000. The anticipated timeframe for these grants is 18-24 months.

Matching funds are required. Grantees are required to procure a minimum 20% match with in-kind and direct cash support. Matching funds should be committed within six months of the receipt of the grant by the applicant.

*NOTE: Applicants may apply for only one category of grants.*

Program Goals

The 2006 public markets grant program aims to strategically support public markets, especially in low- to moderate-income communities, to become more economically sustainable and community-centered, with a specific focus on farmers markets. We are seeking proposals from market networks, individual farmers markets, and regional/state farmers market associations that are seeking to innovate in the following three areas:
1. **Address broader goals and needs of communities.** Grants will provide an opportunity for markets to collaborate with organizations and agencies relating to: community and rural development, health and nutrition, neighborhood and downtown interests, local food systems, agriculture, transit, and smart growth, to name a few. This will allow markets to connect their activities to the broader goals and needs of their communities, while potentially leveraging additional financial support.

2. **Build better places and communities.** Grants will enable markets to become more important community focal points – new civic squares that will create stronger draws for customers and help catalyze revitalization in surrounding areas. While grants will not be provided for major capital improvements, small-scale improvements which seek to enhance communities’ use of markets and their importance as public gathering places will be eligible for support.

3. **Make the market work better.** Grants will expand economic opportunities for farmers and low income urban entrepreneurs, especially women, immigrants, refugees and minorities – while strengthening the ability of boards and staff to more effectively operate and manage their markets.

The program also has a continued interest in investing especially in low- to moderate-income communities that are experiencing changes related to shifting populations, whether through immigration, gentrification, or market forces related to real estate. Ford has coined the term “shifting sands communities” to generically describe communities undergoing these dynamic forces of change.

As mentioned above, the emphasis of this year’s grant program is on community-based farmers markets rather than larger, more complex indoor market halls. Indeed, we recognize that one advantage of farmers markets is that they are often grassroots organizations in which small investments can yield large results in a relatively short period of time.

Finally, potential grantees should realize that their projects are part of a broader national initiative. Information and resources for grantees — as well as the lessons of the grantees themselves — will be added to the expanding websites of PPS and NAFDMA/FMC. This information can spur additional innovation and policy change. Building on the experience of the grants process as well as on the results of the grantees, we hope to develop new models of investment and new funding sources to support the future development and expansion of public markets. Ultimately, we hope to elevate markets to be a central conduit for both rural and urban community development and for individual empowerment.
III. GRANT CATEGORIES

1. Public Market/Farmers Market Networks: Broadening Impacts & Building Sustainability

The focus of this category is on new and existing market networks. Market networks are defined here as formalized systems of multiple farmers markets and/or public markets within one metropolitan area, that are operated, sponsored, or facilitated by a single entity or coalition.

By enabling markets to share operating costs, market networks can increase their economic sustainability and enhance their viability in low-income communities. Networks can also develop broader community partnerships and effect change on a larger scale than individual markets might be able to, whether increasing food stamp redemption through system-wide EBT access, partnering with health organizations, or providing new opportunities for immigrant farmers and entrepreneurs. Despite this advantage, market networks need to be tailored to the specific assets and needs of their regions.

It is envisioned that grantees in this category will undertake two levels of activity: strategic planning and implementation. Grantees will initially go through a strategic planning phase (Phase I) to build partnerships and collaborations with a broad range of community organizations and hone their vision for the future of the network. Planning will culminate in the production of a blueprint, which will detail the activities to be implemented during the second phase of the grant (Phase II).

Phase I will allow project partners to create a working document that lays out a common vision for defining the role that public markets and farmers markets can play in addressing regional issues of food security, health and nutrition, community development, and other broader concerns. We want to encourage grantees to work across sectors and solidify specific programs and partnerships that allow groups to work together towards common goals and achieve a greater impact on the region. The blueprint will be both a vision for the future of the network and the role of its partners as well as an implementation strategy, including:

- New sources of support;
- Short- and long-term programs and projects, including policy, research and demonstrations; and
- Opportunities to expand the network.

NOTE: Grantees that already have a comprehensive strategic plan in place which meets the above criteria, addresses the overall program goals, and is ready to be implemented will not be required to undertake Phase I.

The focus of implementation will be on innovative programs for existing and/or new markets within the network to achieve overall program goals.
This category is supported by funding from the Ford Foundation. Five (5) grants will be awarded from a grant pool of approximately $475,000. Grant timeframe is 18-24 months.

Goals:
In the context of the overall program goals, market network grantees should aim to:

- **Create stronger ties across the market network**, as well as with new partners (e.g. community and rural development organizations, health institutions, food systems organizers, smart growth groups, transportation agencies, etc.); increase its sources of financial support and overall sustainability; and improve its overall quality and impact;
- **Increase the sustainability of existing farmers markets** within a network through the resources and ingenuity of the network; for new markets, focus on building long-term sustainability;
- **Broaden the impacts of farmers markets** within a network on surrounding or adjacent low-income communities, especially in terms of increasing the federal Food Stamp redemption rate\(^1\) and addressing other social justice issues;
- **Strengthen urban/rural linkages**, i.e. between farmers and low- to moderate-income consumers; increase economic opportunities for both farmers and urban low-income entrepreneurs, (especially women, immigrant, refugee and minority producers) at markets within the network; contribute to the development of local food systems with markets at their core.

**Eligible Applicants must be:**
- Federal or state certified non-profit organizations;
- Located in the U.S.
  
  **NOTE**: Applicants may not be a governmental entity in this category.

**Examples of market networks to be funded through this program include:**
- A network of farmers markets of diverse size, days of operations, and location throughout a metropolitan region;
- A network of public markets (with a farmer component) of diverse size, days of operations, and location throughout a metropolitan region;
- Indoor public markets looking to work with smaller, open-air neighborhood-based farmers markets; and
- Individual farmers markets looking to broaden their reach and create a network of organizations with common goals, i.e. around health and nutrition, food security, urban and rural economic development, etc.

\(^1\) Note: Applicants are alerted to possible support through the U.S. Department of Agriculture (USDA) to increase the redemption of food stamps through project demonstrations. It is anticipated that this program will be announced in February, 2006. Those grantees funded under this category will be strongly urged to apply for this federal solicitation.
Eligible activities include:

Phase I: Blueprint/Strategic Plan. Up to 20% of the project budget should be devoted to this phase.
- **Planning**: support for developing such activities as a business plan for a specific new program;
- **Training and Technical Assistance**: support for consultants or to attend training workshops;
- **People**: for example, funding existing or hiring new staff to develop the strategic plan; and
- **Expenses**: for example, grantee convening costs and printing.

Phase II: Implementation
- **People**: for example, funding existing or hiring new staff to develop and/or undertake a program;
- **Programs**: direct costs of developing and implementing pilot programs at new and/or existing markets within the network, such as travel, marketing, or programmed events and activities;
- **Small-Scale Support Facilities**: while major capital grants will not be possible, small investments in equipment (i.e., tables, stall umbrellas, EBT machines) related to specific program needs are acceptable;
- **Training and Technical Assistance**: limited support for consultants or to attend training workshops.

Grant funds may NOT be used for:
- Covering normal operating expenses: these are not general support grants; and
- Capital expenses, except as noted; small scale support facilities alone – without an underlying comprehensive program – will not be funded.

Pre-proposals must describe and demonstrate:
- A strong commitment to achieving the overall program goals and specific goals above, and concretely how these goals are going to be achieved in the region;
- The basic components of their planning activities that will ultimately comprise their blueprint for the future of the market network (i.e. for Phase I);
- The preliminary concepts for activities to be implemented in Phase II; and
- Organizational capacity and ability to partner with other organizations as laid out in the “Capacity” section of the Pre-Proposal Submission Requirements.

2. **Individual Markets: Diversifying Farmers Markets Mini-Grants**

These grants will be used to develop and implement innovative programs and to broaden community partnerships around farmers markets or the farmer component of larger public market halls or districts. Grants will support the efforts of markets in addressing at least one, but preferably more than one, of the overall program goals, while improving the economic sustainability of the market. Markets receiving grants
under this category should be ready to implement their projects within 60-90 days of grant award. All grants will be for one year.

This category is supported by the W.K. Kellogg Foundation. We expect to award 10 - 15 grants from a grant pool of $150,000 to $200,000. Mini-grants are expected to range from $12,000 to $25,000, with the size of the grant commensurate with the annual operating budget of the existing or proposed market. Applicants will not be required to submit a full proposal but top ranked pre-proposals may be asked to modify their pre-proposals to respond to review panel comments.

Goals:
In the context of the overall program goals, individual market grantees should aim to:

- **Broaden the impacts of the market** in collaboration with community and rural development organizations, health institutions, food systems organizers, smart growth groups, transportation agencies, and others;
- **Establish new** or enhance existing farmers markets, especially in low- to moderate-income communities around the overall program goals, including:
  - Support markets’ efforts to broaden their community impacts in the areas of health and nutrition, urban and rural economic development, smart growth and neighborhood revitalization;
  - Expand economic opportunities for small to mid-sized farmers and low-income entrepreneurs, especially women, immigrant, refugee and minority producers;
  - Contribute to the development of local food systems with markets at their core; and
  - Enable markets to become stronger community gathering places.
- **Increase sources of financial support** for the market and its overall sustainability.

*NOTE: Because our goal is to produce results in one year and we wish to build on existing successes, strong priority will be given to grants for existing markets, rather than new, start-up markets.*

**Eligible Applicants must be:**
- 501(c)(3) organizations (does not need to be the market itself; can be market sponsor or partner); OR
- State and local government agencies and other governmental entities.
- Located in the U.S.

**Eligible activities include:**
- **People**: for example, funding existing or hiring new staff to develop and/or undertake a program;
- **Programs**: direct costs of developing and implementing pilot programs at new and/or existing markets within the network, such as travel, marketing, or programmed events and activities;
- **Small-Scale Support Facilities**: while major capital grants will not be possible, small investments in equipment (i.e., tables, stall umbrellas, wireless equipment, EBT machines) related to specific program needs are acceptable;
- **Training and Technical Assistance**: limited support for consultants, peer mentor fees and expenses, or to attend training workshops.

*Pre-proposals must describe and demonstrate:*
- A strong commitment to achieving the overall program goals, as well as the specific goals described above;
- Markets have or will have community ownership and reflect local needs;
- Strong commitment to farmers as vendors and within the market governing structure, including increasing the number of farmer vendors; and
- Organizational capacity and ability to partner with other organizations as laid out in the “Capacity” section of the *Pre-Proposal Submission Requirements on p.21.*

*Grant funds may NOT be used for:*
- Covering normal operating expenses: these are not general support grants;
- Capital expenses, except as noted; small scale support facilities alone – without an underlying comprehensive program – will not be funded;
- Projects where the budget is greater than $25,000 unless other sources of support are already committed.

3. **State/Regional Farmers Market Association Grants: Building Capacity to Support Local Markets**

This final category of grants will be awarded to state and regional farmers market associations which perform services and advocate for markets in a state or region. As the size and capabilities of these organizations vary enormously around the country, the focus of these grants is on increasing capacity to support local markets, fostering innovation at the local level, raising awareness, and building new partnerships to expand the number and impact of farmers markets within a given state or region. Through these efforts, grantees should increase sources of funds for their organizational infrastructure. (Note: State/regional associations that are in the process of being established may apply for grants under this category; however, grants may not be used for general operating support.)

It is envisioned that grantees in this category will undertake two levels of activity: strategic planning and implementation. Grantees will initially go through a strategic planning phase (Phase I) to build partnerships and collaborations with a broad range of community organizations and hone their vision for the future of the network, if they have not already prepared such a strategic plan. Planning will culminate in the production of a blueprint, which will detail the activities to be implemented during the second phase of the grant (Phase II).

Phase I will allow project partners to create a working document that lays out a common vision for the state/region, defining the role that public markets and farmers
markets can play in addressing issues of food security, health and nutrition, community development, and other broader concerns. We want to encourage grantees to work across sectors and solidify specific programs and partnerships that allow groups to work together towards common goals and achieve a greater impact. The blueprint will be both a vision for the future of the network and the role of its partners as well as an implementation strategy, including:

- New sources of support;
- Short- and long-term programs and projects, including policy, research and demonstrations; and
- Opportunities to create new markets.

NOTE: Grantees that already have a comprehensive strategic plan in place which meets the above criteria, addresses the overall program goals, and is ready to be implemented will not be required to undertake Phase I.

The focus of implementation will be on innovative programs at:

- The state/regional level which benefit existing and/or new markets; and/or
- Individual markets that support the overall initiative.

This category is also supported by the W.K. Kellogg Foundation. Grants will be awarded from a grant pool of $300,000 to $350,000. Grant timeframe is 18-24 months. We expect to award 4-6 grants in this category.

Goals:
In the context of the overall program goals, state/regional farmers market association grantees should aim to:

- Broaden the impacts of the market association in collaboration with community and rural development organizations, health institutions, food systems organizers, smart growth groups, transportation agencies, and others;
- Expand and enhance existing farmers markets within the state or region, especially in low- to moderate-income communities, including:
  - Support markets’ efforts to broaden their community impacts in the areas of health and nutrition, urban and rural economic development, smart growth and neighborhood revitalization;
  - Expand economic opportunities for small to mid-sized farmers and low-income entrepreneurs, especially women, immigrant, refugee and minority producers;
  - Contribute to the development of local food systems with markets at their core; and
  - Enable markets to become stronger community gathering places.
- Raise the visibility and standing of farmers markets and other public markets in the state/region and the importance of linking urban and rural economies;
- Create sustainable sources of support for the association and markets within the state or region; and
- Create alliances with indoor public markets or other producer-oriented markets in the state/region.
Eligible applicants must be:
- 501(c)(3) organizations (does not need to be the market association itself; can be a partner in the program); OR
- State and local government agencies and other governmental entities.
- Located in the U.S.

Eligible activities include:

Phase I: Blueprint/Strategic Plan. Up to 20% of the project budget should be devoted to this phase.
- **Planning**: support for developing such activities as a business plan for a specific new program;
- **Training and Technical Assistance**: limited support for consultants or to attend training workshops;
- **People**: for example, funding existing or hiring new staff to develop the strategic plan; and
- **Expenses**: for example, convening costs and printing.

Phase II: Implementation
- **People**: for example, funding existing or hiring new staff to develop and/or undertake a program;
- **Programs**: direct costs of developing and implementing pilot programs at new and/or existing markets within the state/region, such as travel, marketing, or programmed events and activities;
- **Small-Scale Support Facilities**: while major capital grants will not be possible, small investments in equipment (i.e., tables, stall umbrellas, EBT machines) related to specific program needs are acceptable;
- **Training and Technical Assistance**: limited support for consultants or to attend training workshops.

Grant funds may NOT be used for:
- Covering normal operating expenses: these are not general support grants; and
- Capital expenses, except as noted. Small scale support facilities alone – without an underlying comprehensive program – will not be funded.

Pre-proposals must describe and demonstrate:
- A strong commitment to achieving the overall program goals and specific goals above, and concretely how these goals are going to be achieved in the state/region;
- The basic components of their planning activities that will ultimately comprise their blueprint for the future of the market network (i.e. for Phase I);
- The preliminary concepts for activities to be implemented in Phase II;
- Ability to facilitate start-up of and/or support existing farmers markets; and
- Organizational capacity and ability to partner with other organizations as laid out in the “Capacity” section of the Pre-Proposal Submission Requirements.
IV. RFP & GRANT PROCESS

Pre-proposals – All Categories
Due to the overwhelming response to the first Public Markets RFP last year – and an anticipated increase in interest for this round of funding – we are initially requesting pre-proposals. Pre-proposal applications can be downloaded at [www.pps.org/markets/regranting/rfp_2006](http://www.pps.org/markets/regranting/rfp_2006) and are due November 14, 2005 at 6PM EST.

Full Proposals – Categories 1 & 3
The top ranked pre-proposals will be selected in early December, 2005 to submit full proposals, due January 30, 2006. Full proposals will include a detailed workplan, budget, timeline, letters of support, and other information requested by the pre-proposal reviewers.

Final Proposals – Category 2 (Mini-Grants) Only
Category 2 “Mini-grants” applicants will not be required to submit a full proposal but top ranked pre-proposals may be asked to modify their pre-proposals in response to review panel comments. Grants will be announced on December 6, 2005.

Grant Selection Process Schedule
The overall grant selection process is detailed below:

<table>
<thead>
<tr>
<th>Date</th>
<th>Event/Description</th>
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<tbody>
<tr>
<td>October 17, 2005</td>
<td>Request for Pre-proposals released</td>
</tr>
<tr>
<td>November 14, 2005</td>
<td>Pre-proposals due</td>
</tr>
<tr>
<td>December 6, 2005</td>
<td>Request for full proposals released; Mini-Grants (Category 2) awarded</td>
</tr>
<tr>
<td>January 11-14, 2006</td>
<td>Mini-Grant (Category 2) recipients attend Grantee Convening in Austin, TX; A meeting of these grantees will be held on January 11, 2006, and during the remaining part of the NAFDMA/FMC convention (January 12-14, 2005) Optional meeting of applicants from Categories 1 &amp; 3 on January 11, 2006</td>
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<tr>
<td>January 30, 2006</td>
<td>Full proposals due (Categories 1 &amp; 3)</td>
</tr>
<tr>
<td>February 28, 2006</td>
<td>Grants awarded (Categories 1 &amp; 3)</td>
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NOTE: Grant payments will be made in installments, with an initial payment upon signing of the grantee contract agreement and subsequent payments upon approval of grantee’s progress report(s).
V. ABOUT PPS & NAFDMA/FMC

Project for Public Spaces — Managing Partner

Project for Public Spaces, Inc., a national nonprofit organization specializing in the design, planning and management of public spaces, has long recognized the catalytic role that markets can play in community development. PPS formed the Public Market Collaborative in 1987 to further the preservation and establishment of public markets through research and education programs and through assistance to communities in market development, renewal, design and operations. PPS will administer the re-granting of funds to local projects and monitor use of all grant funds, and will be responsible for administering and providing general oversight to all the activities funded under this initiative.

Farmers’ Market Coalition — Principle Partner

The North American Farmers’ Direct Marketing Association (NAFDMA) was established in 1986 to provide education and forward innovations in farm direct marketing for the purpose of promoting economic sustainability for family farmers. By 1997, NAFDMA recognized that the farmers market community had unique challenges compared with “on-farm” direct marketing venues and would benefit from a more focused agenda of its own issues. In 1998, in order to satisfy that need, NAFDMA began an aggressive strategy to establish a self-governing sector of the association to focus entirely on issues related to farmers markets.

NAFDMA’s Farmers’ Market Coalition (NAFDMA/FMC) was created in 2002 and elected its first governing council in February 2005. NAFDMA/FMC partners with PPS on all aspects of the project, but with specific responsibilities including developing and implementing assistance programs for grantees.

Project Advisory Board

PPS and NAFDMA/FMC have assembled an advisory board of 11 people to oversee the grants’ program as well as to provide strategic counsel on research needs, future initiatives and potential future partners. Members have experience with markets as well as in broader fields that relate to markets, such as community and/or rural development, public health, food security, sustainable agriculture, and transit.

Project Advisory Board members have three primary roles:

- To ensure that the direction of the initiative follows the overall paradigm we have developed with Ford and Kellogg.
• To give advice and guidance on the distribution of the re-granting funds by shaping the RFP; reviewing pre-proposals and full proposals; and advising on the final selection.
• To provide strategic counsel on research needs and future initiatives. The current initiative provides an unprecedented opportunity to establish new partners for the field, encourage long-term support of public markets from federal and state policymakers, and transform markets across the country.

NOTE: In order to avoid any conflict of interest, neither Advisory Board members nor organizations they represent are eligible to apply for grants from this initiative.

Public Markets Conference

While it is not required, applicants are encouraged to attend Great Markets, Great Cities: the 6th International Public Markets Conference from October 28-31, 2005 in Washington D.C. Over 350 participants are expected for the three-day event, which will bring together community advocates, government officials, accomplished market managers, and visionary leaders. For more information visit: http://www.pps.org/markets/markets_news/6th_markets/

Speakers, workshops, and tours will highlight the role that markets can play in addressing broad community goals along with the other components of the paradigm that shapes this initiative. Particular emphasis will be paid to showcasing the work of current PPS/Ford markets grantees, as well as to the growing partnerships with federal agencies and other private foundations. Additionally, there will be an informational session held at the conference to discuss the issues and criteria laid out in this RFP, as well as to answer specific questions. A summary of questions and answer from the session will be posted on the PPS website. NOTE: Attendance and participation at this conference will in no way be considered during the review and selection of applications.

NAFDMA/FMC Convention

The NAFDMA/FMC convention itself is the premier farm direct marketing convention in North America. (See www.nafdma.com) Moving to a different region of North America each year, participants get the opportunity to see new markets and hear new marketing ideas in a professional, noncompetitive environment. The 2006 convention in Austin, Texas, includes a three-day Pre-Conference Bus Tour (Monday, Tuesday and Wednesday – January 9-11), a day of full-day workshops (held on Thursday, January 12), a two-day conference, with concurrent sessions (Friday and Saturday, January 13-14) and a Post-Conference Tour. It also includes a Trade Show, which kicks off Thursday at 3 p.m. and concludes on Saturday. NOTE: While attendance is mandatory for Mini-Grant (Category 2) recipients, attendance and participation at this conference will in no way be considered during the review and selection of applications in Categories 1 and 3.
VI. WHAT GRANTEES CAN EXPECT

PPS’s approach to grantmaking is that of a collaborative process – it’s not just a check! Working with the NAFDMA/Farmers Market Coalition, this initiative provides ways to provide assistance to grantees in developing their projects and programs, strengthening their boards and staff, and increasing income to more effectively operate and manage their markets. Moreover, through grantee convenings and follow-up activities, we hope to create “learning collaboratives” within smaller subset clusters of grantees so that markets and their partners can learn from each other.

All Grantees

- **Initial Convening** – All grantees will meet with representatives from PPS and NAFDMA/FMC for an introduction and orientation to the program, as well as for training and peer-learning. Travel funds for participation in this convening should be included in grantee budgets. Grantees will be clustered in work groups by type of project or region. These groups will be encouraged to exchange experiences and issues through conference calls and a dedicated online forum. “Mini-Grantees” will meet in Austin Texas on January 11-14, 2006, during the NAFDMA/FMC annual convention. All other grantees will meet in March 2006, for two days at a location to be determined.

- **Conference Calls** – Monthly conference calls of all grantees will be held to discuss progress and share experiences.

- **Ongoing Technical Assistance** – Technical assistance will be an allowable cost of grantees, although it should be limited.

- **Progress Reports** – All grantees must submit progress reports every six months and a final report upon completion of the grant.

- **Evaluation** – PPS and NAFDMA/FMC are dedicated to helping our grantees make optimum use of funds. To this end, we will conduct an ongoing assessment addressing various aspects of project implementation and outcomes. During the course of the grant, we ask for your collaboration in this assessment by:
  1) Tracking both mandatory and optional data;
  1) Completing occasional surveys; and
  1) Participating in scheduled interviews with project evaluators.

The data collected will be used to identify practices that contribute to the achievement of project goals, as well as those that inhibit project success. All data will be reported in the aggregate and no individual organization or vendor will be identified. Surveys and interviews will be administered at mutually convenient times and are designed to be minimally intrusive on business operations. Some data collection may be required after your grant term has been completed.
Market Network Grantees

- **Follow-up Convenings** – Market Network grantees will take part in two (2) additional, two day convenings with PPS and NAFDMA/FMC. These convenings will take place in the cities/regions of selected network grantees and will allow grantees to learn from one another as well as from PPS and NAFDMA/FMC resources, as well as from outside parties. Travel funds for participation in this convening should be included in grantee budgets.

- **Site Visits** – PPS and NAFDMA/FMC will make one, two day site visit to each Market Network Grantee. This is an opportunity to bring together project partners, vendors, and other local participants to conduct a training/visioning program geared to the specific project needs (i.e., internal market operations, placemaking, etc.).

Mini-Grant Grantees

- **Peer Mentors** – Individual Markets Grantees will select peer mentors whose job it will be to provide technical assistance to the grantee throughout the life of their grant. Peer mentors are experienced market managers or operators from around the U.S. NAFDMA/FMC will identify peer mentors based on the needs of grantees and different clusters. A peer mentor would make at least one site visit to the grantee to provide on-site one-on-one help. Peer mentors will also contribute to the program evaluation, with evaluation of grantee progress following their site visits. The budget for the peer mentor (approximately $1000 including travel) should be included in the grantee budget.

State/Regional Farmers Market Association Grantees

- **Follow-up Convening** – A second (two day) convening of association grantees will be held in the fall of 2006. Travel funds for participation in this convening should be included in grantee budgets.

- **Peer Mentors** – State/Regional Association Grantees will also select peer mentors whose job it will be to provide technical assistance to the grantee throughout the life of their grant. NAFDMA/FMC will identify peer mentors based on the needs of grantees and different clusters. A peer mentor would make at least one site visit to the grantee to provide on-site one-on-one help. Peer mentors will also contribute to the program evaluation, with evaluation of grantee progress following their site visits. The budget for the peer mentor (approximately $1000 including travel) should be included in the grantee budget.
VII. PRE-PROPOSAL SUBMISSIONS

Pre-proposal Submission Requirements

Pre-proposals should be submitted on the forms provided. All forms may be downloaded separately at [http://www.pps.org/markets/regranting/rfp_2006](http://www.pps.org/markets/regranting/rfp_2006). Please note that there is a separate application form for each category.

*Please do not send any material that is not specifically requested, such as promotional material, news clippings, resumes, letters of support, videos, or brochures. These will not be accepted or reviewed.*

1. **Cover Sheet** – Please fill out the cover sheet with the information requested.

2. **Three (3) Page Narrative** – Each pre-proposal narrative should be split into three sections: the first laying out your vision for the project, the second describing your organization’s ability (i.e. capacity) to implement that vision, and the third summarizing your budget for the project.

   a) **Page 1: The Vision** – Please describe your proposed project by answering the following questions in the context of both the overall program goals and the specific goals under the grant category you are applying for:

   - **Project Location** – Where will the project take place? Describe the demographic nature of the community/region/state where the project or program will take place.

   - **Identified Challenge(s)** – What pressing issues will you address? Briefly describe the issues and challenges you will address.

   - **Project Strategies/Activities** – What do you want to do? Please describe the strategies/activities you will undertake to achieve the project goals. This should outline the work to be carried out and a give a general time frame for its completion.

   - **Project Outcomes** – What would success look like? Describe the expected project outcomes and how you will measure them.

   b) **Page 2: Capacity** – Please demonstrate that your organization has the capacity to follow through on this vision by answering the following questions:

   - What is your organization’s most recent significant success? How did your organization grow to achieve this success?
• What has been your organization’s most recent significant challenge? How are you working to overcome this challenge?

• What types of partnerships has your organization successfully developed – especially those with non-traditional partners and government leaders and/or agencies, local community organizations, and/or representatives of urban and rural constituencies?

• What groups would you like to partner with, but have not been able to? What would it take to achieve those partnerships?

c) **Page 3: Budget** - Please estimate costs for the project on the budget forms provided. Itemize the estimated costs of the proposed work in the requested categories, i.e., personnel, materials & supplies, travel, etc. Please include costs for grantee convenings and stipends for peer mentors in your pre-proposal. A few notes on the budget:

- **Required Matching Funds** – All grantees are required to procure a minimum 20% match with in-kind and direct cash support. Matching funds should be committed within six months of the receipt of the grant by the applicant. In your budget, please indicate the total amount of anticipated matching funds, and list the source and amount of matching funds on the next page of the application.

- **Overhead** – Funds may not be used to cover general allocations of overhead such as utility bills, general maintenance, general supplies, or any other expenses that would exist in the absence of the project. Funds may be used, however, to cover labor and expenses that are directly attributable to the project. For practicality, some pro-ration of costs is acceptable, providing there is a reasonable justification for allocating the cost of the particular goods or services. For example, phone charges may be a combination of both directly attributable costs and a pro-ration. However, these pro-rated (or indirect) expenses may not exceed 10% of the total grant. **We will expect you to detail any indirect costs in your full proposals, or, for Category 2, prior to the grant award. It is not necessary to detail in the pre-proposals.**

3. **Fact Sheet and Photos**

- Description of existing market(s) or market network (See application form);

- (Category 2 – Individual Markets Only) Attach 2-4 photos of your market in operation

**IMPORTANT NOTE:** Applicants may apply for only one category of grants
What Proposal Reviewers are Looking for

Three key criteria for selection will receive the highest priority in the review process:

- **Approach and content** - Reviewers will be assessing how applications address the overall program goals, with clear objectives of what you want to do and why. Special priority will be given to applicants focusing on low-income communities.

- **Capacity and commitment** - Reviewers are looking for organizations and partnerships that have the capacity to undertake significant projects and challenges, with a management team that has the likelihood to succeed.

- **Financial feasibility and sustainability** - Reviewers will be seeking evidence of the financial feasibility and operational sustainability of the market, market network, or market association.

Additional criteria include:

- Degree of replicability and application to public markets in other communities;
- Geographic and community diversity so that the range of grantees will reflect a variety of situations; and
- The ability to measure and evaluate the success of the project.

How and When To Submit Your Pre-Proposal

All proposals must be e-mailed to publicmarkets@pps.org. Proposals are due by 6PM EST on Monday, November 14th. Hard copies of pre-proposals are NOT required – please e-mail only. Late submissions will not be accepted.

For Further Information

If you have specific questions about the RFP or overall process, please e-mail us at publicmarkets@pps.org. Inquiries sent to any other e-mail addresses or to PPS or NAFDMA/FMC via telephone will not be responded to.

You may find additional resources and the answers to basic questions about the RFP, including the answers to questions from the grant program Q&A session at the 6th International Public Market Conference, at [www.pps.org/markets/markets_news/6th_markets](http://www.pps.org/markets/markets_news/6th_markets).