



Idaho Farm and Food Business Technical Assistance Landscape Assets and Needs Assessment

2025

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2025

PRODUCED FOR

USDA Northwest & Rocky Mountain
Regional Food Business Center

Idaho State Team

PRODUCED BY

Arrowleaf Consulting

1857 Home Avenue

Walla Walla, WA 99362

contact@arrowleafgroup.com

www.arrowleafgroup.com

Arrowleaf Consulting contributors

Michelle Tynan

Josh Cowgill

Soren Newman

Darin Saul

Jane Kolodinsky

Alex Radakovich

Malea Saul

Hannah Smith

Hailey Smalley

Project advisors

Colette DePhelps

Katie Baker

Martha Sullins



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Introduction

The USDA Northwest and Rocky Mountain Regional Food Business Center (NWRM RFBC or “the Center”) supports farm and food businesses across Colorado, Idaho, Montana, Oregon, Washington, and Wyoming through technical assistance, coordination, and capacity building, including through its Business Builder grant program. The Center is led by Colorado State University and Oregon State University in collaboration with state-level teams and four region-wide core teams: “Building Meat Supply Chain Capacity,” “Creating Diverse Markets for Climate Resilient Ag,” “Connecting and Scaling Food Entrepreneurs,” and “Supporting Right-Size Investing and Infrastructure.”

The purpose of this report is to summarize data to inform the Idaho state team, providing Idaho-specific information related to each of the four core topic areas outlined above. Specifically, this report summarizes US Agricultural Census data and information gathered through key informant interviews, a survey of organizations that provide technical assistance (TA) to farm and food businesses, and a survey of farm and food businesses themselves to identify existing assets, partnership and coordination opportunities, Business Builder grant and other investment priorities, and current technical assistance needs for farm and food businesses in Idaho.

The following executive summary provides a high-level synthesis of findings and recommendations while the subsequent report provides more detail. In general, each section of the report starts by summarizing US Agricultural Census data to provide a statewide overview of the topic followed by findings from the farm and food business survey and concludes with the findings from technical assistance provider data.

We also completed a companion study for the “Creating Diverse Markets for Climate Resilient Ag” core team focused on technical assistance and other needs for businesses that grow or process grains, pulses, pseudocereals, and other row crops specifically, which is available as a separate report. We gratefully acknowledge Colette DePhelps, Martha Sullins, Katie Baker, Tayler Reinman, and other professionals involved in the Center for their help developing the survey instruments and data collection strategies and for their help engaging technical assistance providers and farm and food businesses throughout the service region.

**Idaho Farm and Food Business
Technical Assistance Landscape
Assets and Needs Assessment**

Executive Summary

2025

PURPOSE

The USDA Northwest and Rocky Mountain Regional Food Business Center (NWRM RFBC or “the Center”) supports farm and food businesses across Colorado, Idaho, Montana, Oregon, Washington, and Wyoming through technical assistance, coordination, and capacity building, including through its Business Builder grant program.

The purpose of this report is to help the Idaho state team identify existing technical assistance (TA) assets, partnership and coordination opportunities, Business Builder grant and other investment priorities, and current TA needs for farm and food businesses in Idaho.



DATA

2022 US Agricultural Census data

19 Key informant interviews

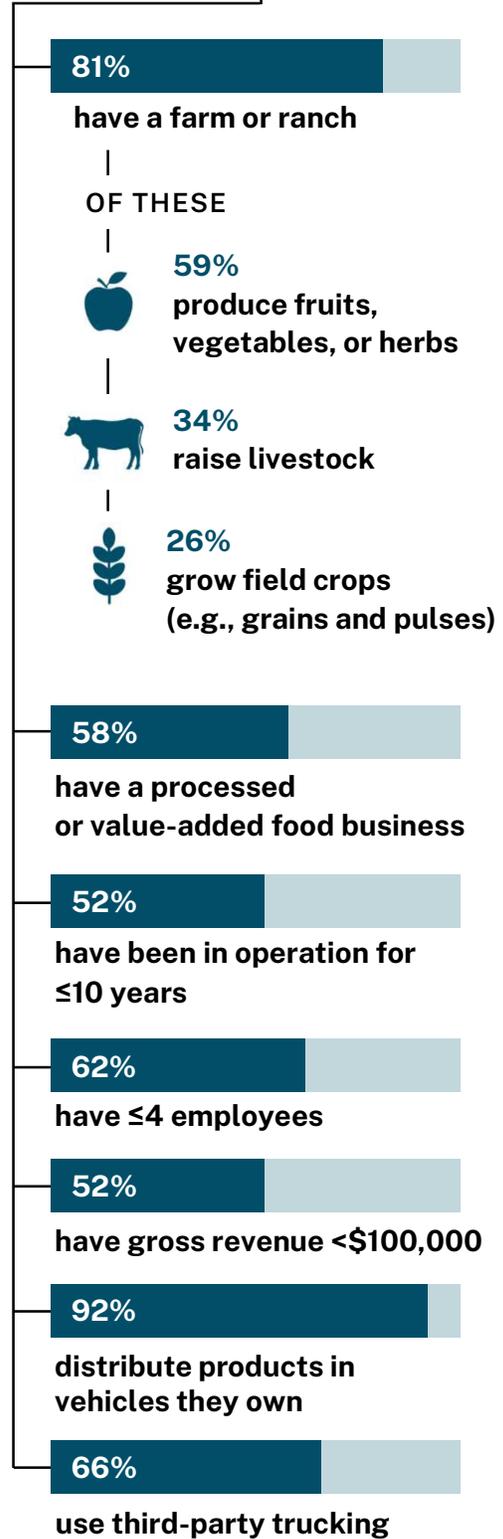
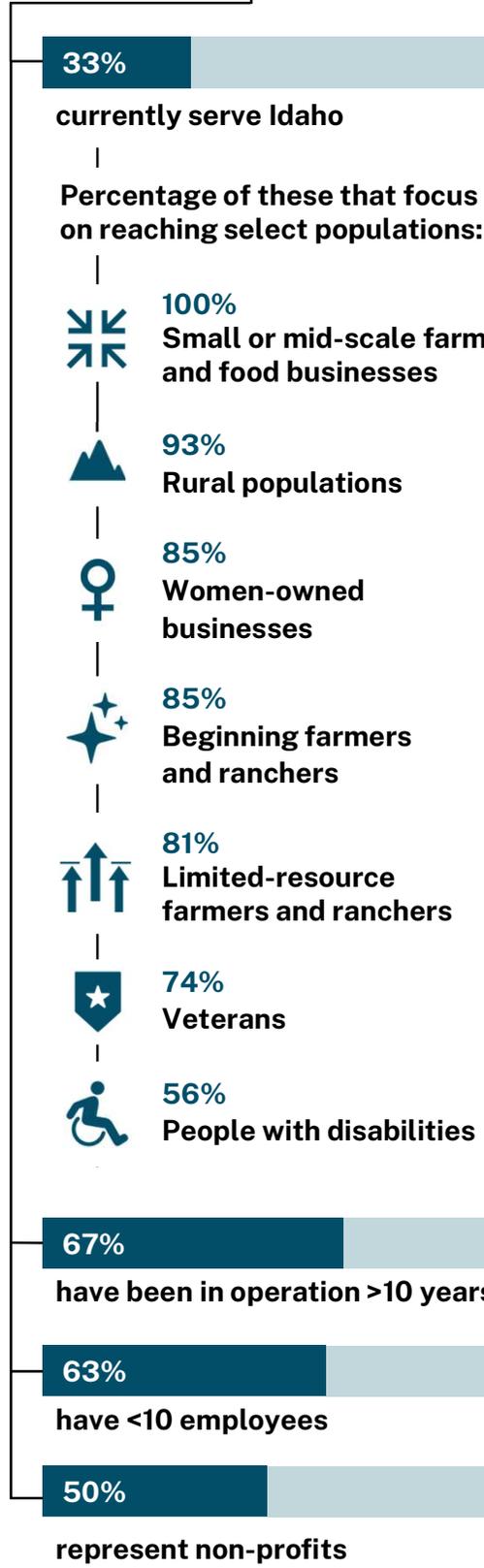
2 surveys

Inventory of TA providers

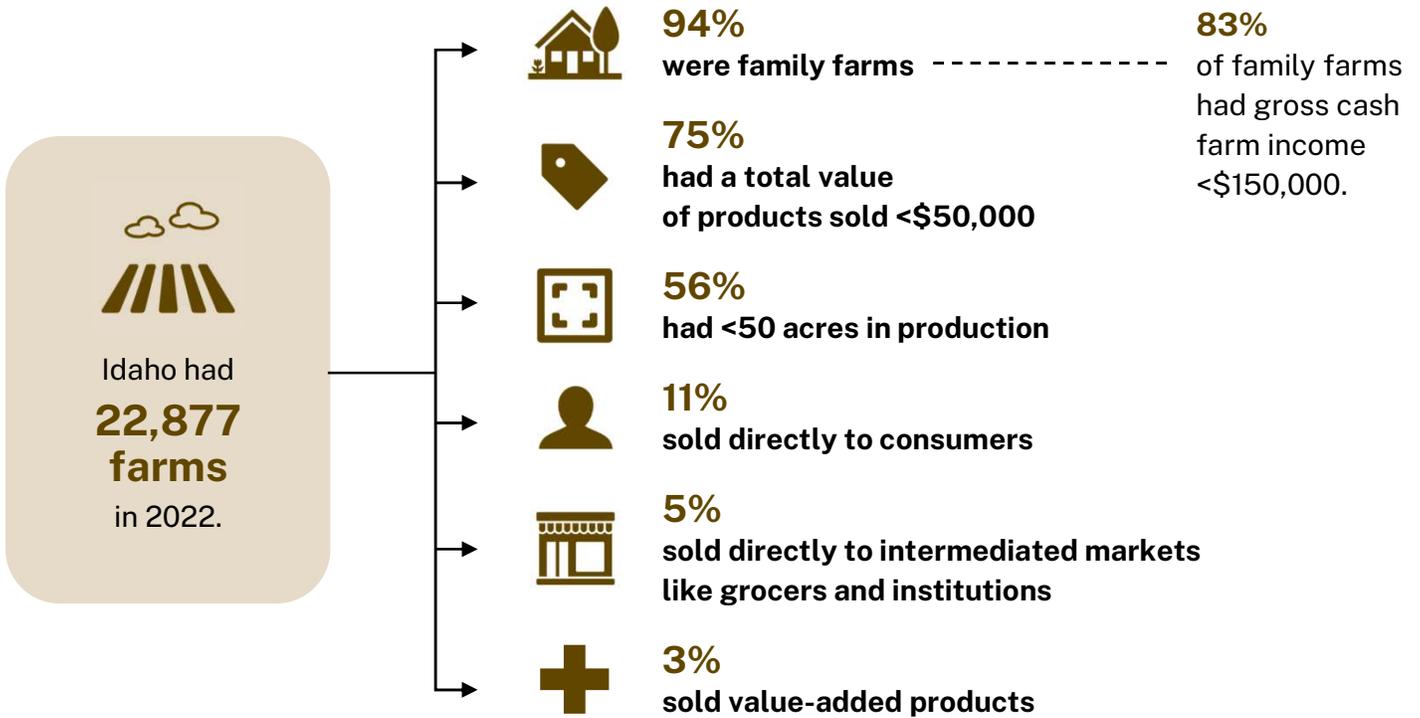
Available as a separate spreadsheet.

Technical assistance (TA) provider survey (n=95)

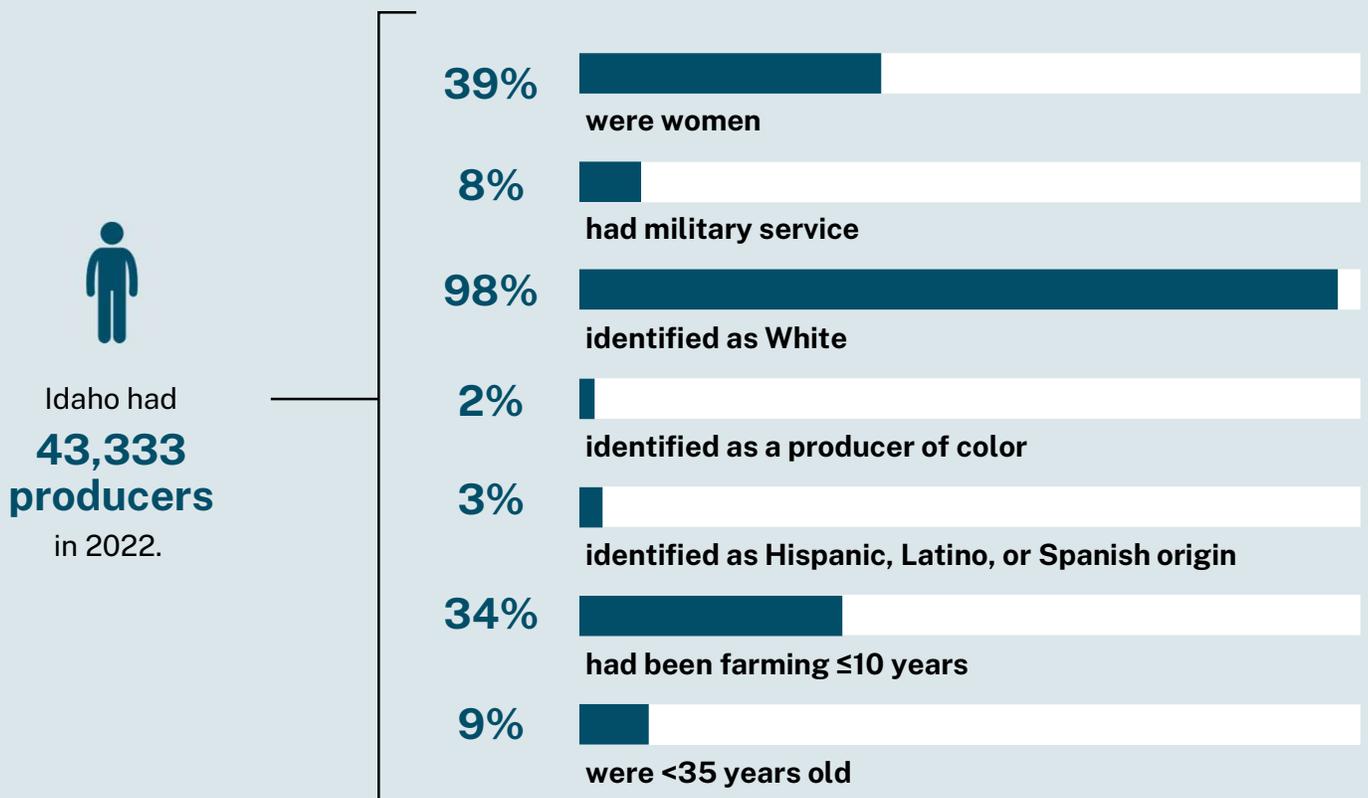
Farm and food business survey (n=91 respondents who have or want to start a farm or food business in Idaho)



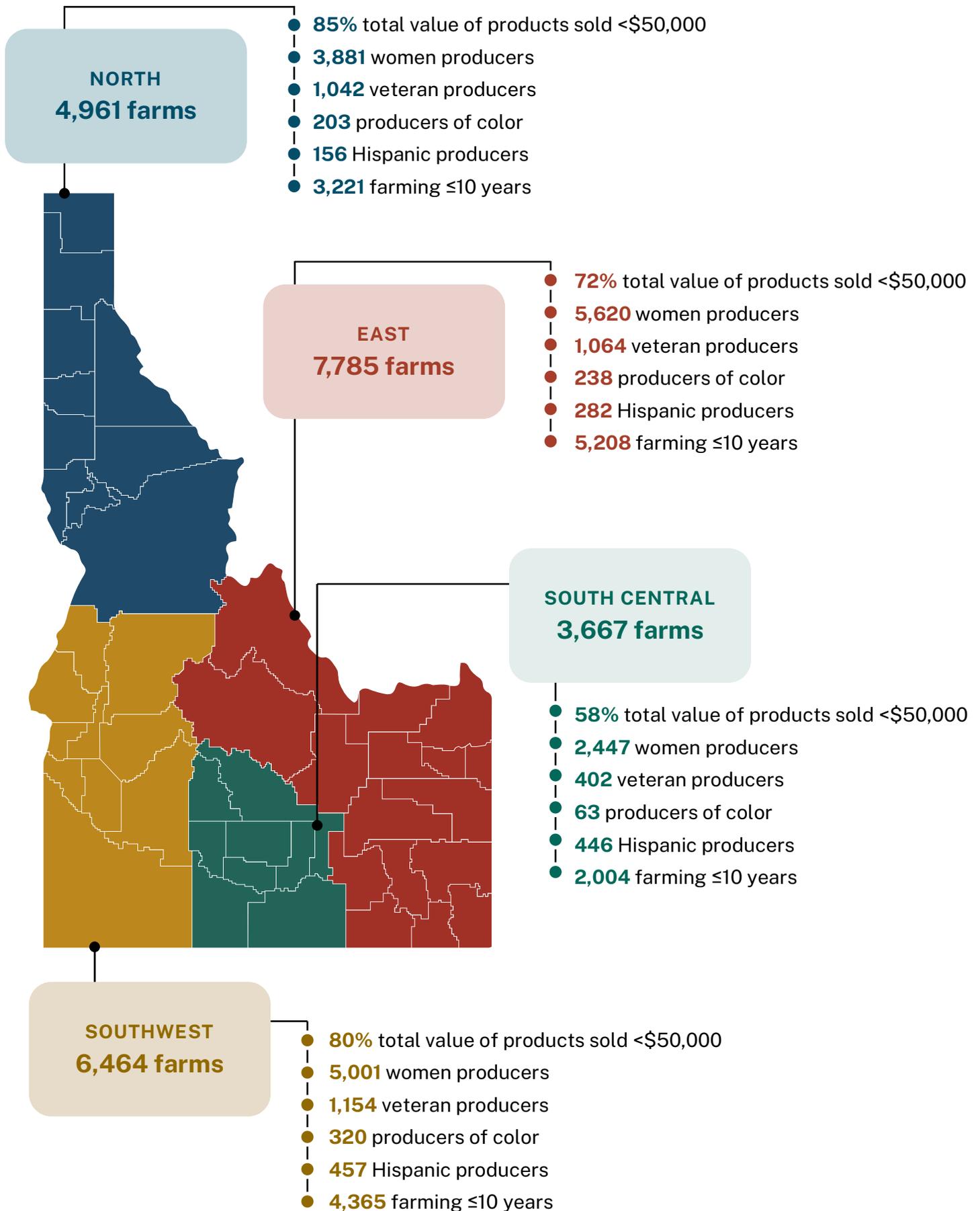
IDAHO FARM CHARACTERISTICS



IDAHO PRODUCER CHARACTERISTICS



REGIONAL HIGHLIGHTS: FARM AND PRODUCER CHARACTERISTICS (2022)



CONNECTING AND SCALING FOOD ENTREPRENEURS



The NWRM RFBC's "Connecting and Scaling Food Entrepreneurs" core area aims to "distribute technical assistance and capacity building through partners and existing resources to support the connection and scaling of food enterprises."

Of TA provider survey respondents,



75%

said their organizations have moderate or high capacity to increase the number of clients served per year.



93%

are interested in partnering with the NWRM RFBC.



A significant portion work at a scale not tied to a specific state.

Percentage of farm and food business survey respondents who said the following factors are significant or moderate challenges affecting their ability to access TA:



85%

Travel distance to programs



85%

Timing of programs



83%

Cost of programs



82%

Knowledge of programs

Outreach

TOP 5
types of outreach Idaho farm and
food businesses said they are
“very interested” in:



Online workshops, classes,
or webinars



One-on-one advising,
mentoring, or business
coaching



Networking opportunities
with other farm and food
businesses

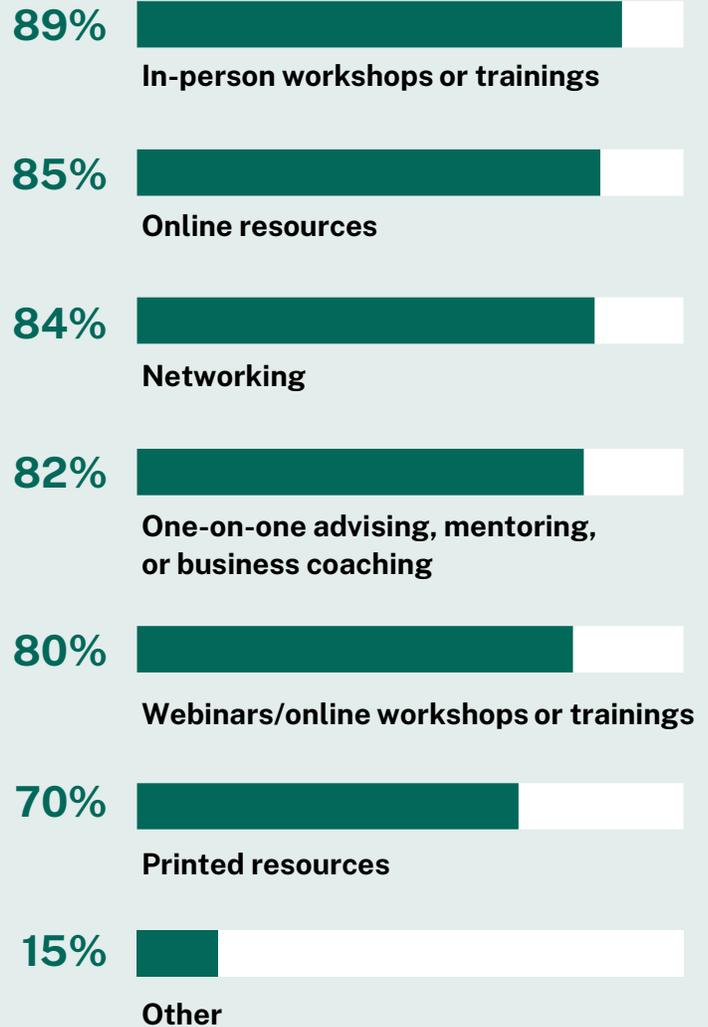


Online videos



Online publications
and reports

Percentage of TA provider respondent
organizations that offer select outreach



46%

of TA provider survey
respondents said their
organization offers technical
assistance and resources in
one or more languages in
addition to English.

CONNECTING AND SCALING FOOD ENTREPRENEURS (CONTINUED)

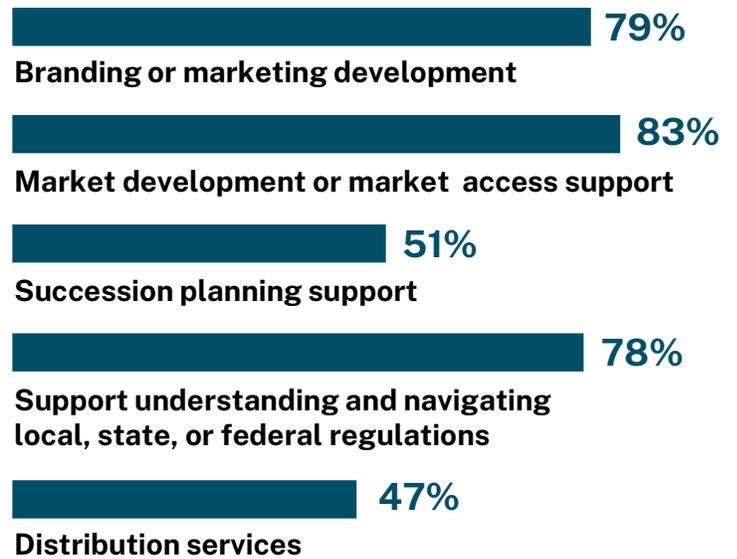
General business development needs and services

TOP 5

business development supports Idaho farm and food businesses identified as “high needs”

- 1 **Branding or marketing development**
- 2 **Market development or market access support**
- 3 **Succession planning support**
- 4 **Support understanding and navigating local, state, or federal regulations**
- 5 **More distribution service options**

Percentage of TA provider respondent organizations that offer support related to farm and food business respondents’ top 5 highest needs



Succession planning and distribution services are supports many farm and food business respondents said they have high or moderate need for, but that relatively few TA provider respondents said they provide.

Certifications and labels

In 2022, of all farms in Idaho



227 (1%)
had organic certification

↳ **44%** were in the South Central region.

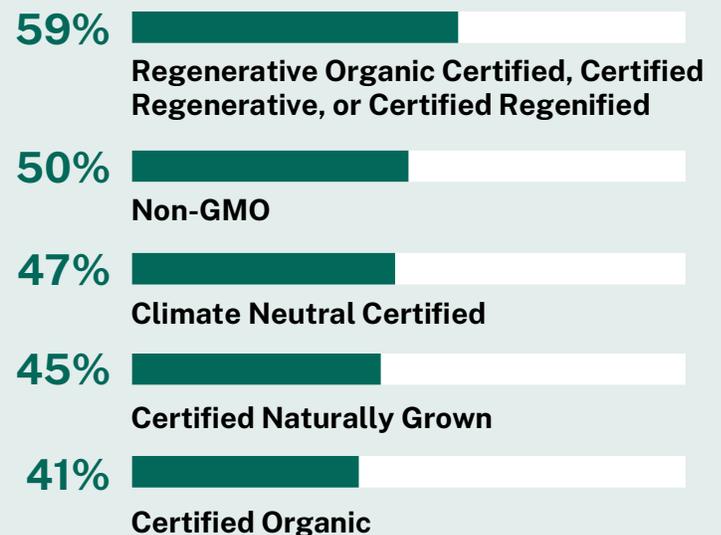


35 (0.2%)
were transitioning acres to organic

↳ **46%** are in the North region.

TOP 5

third-party certifications or labels farm and food businesses said they are very or somewhat interested in adopting, if they do not use them already



CONNECTING AND SCALING FOOD ENTREPRENEURS (CONTINUED)

Marketing attributes

Percentage of Idaho farm and food business respondents using select attributes to market products



Local or regional (n=67)



Farm-identify preserved (n=62)



Organic (n=67)



Regenerative (n=60)



Heritage or heirloom (n=62)



Climate-resilient/climate smart (n=60)

Percentage of Idaho farm and food business respondents who are very interested in using select attributes to market products, if they do not already



Local or regional



Farm-identify preserved



Organic



Regenerative



Climate-resilient/climate smart

Organic



50%

of farm and food business respondents said they have a high or moderate **need for help understanding and evaluating third-party certifications** for their products.

Percentage of TA provider respondents that said their organization provides TA and resources related to select certifications and marketing attributes



Organic



Regenerative



Climate resilient



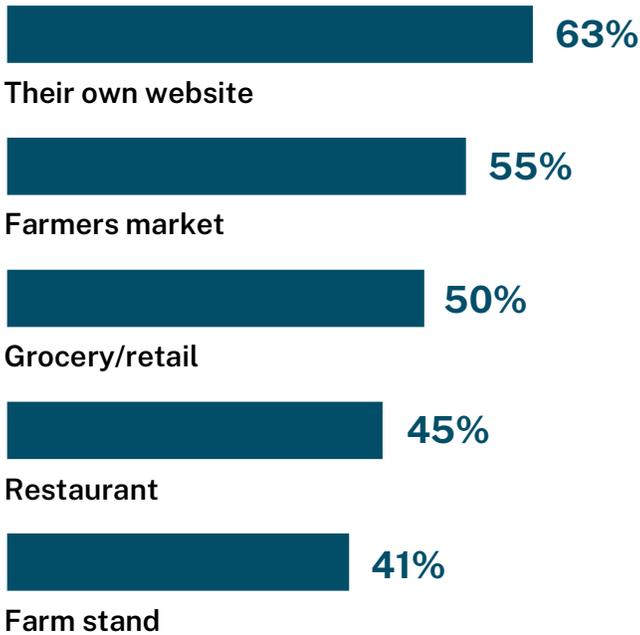
Farm identity preserved

CONNECTING AND SCALING FOOD ENTREPRENEURS (CONTINUED)

Markets and marketing

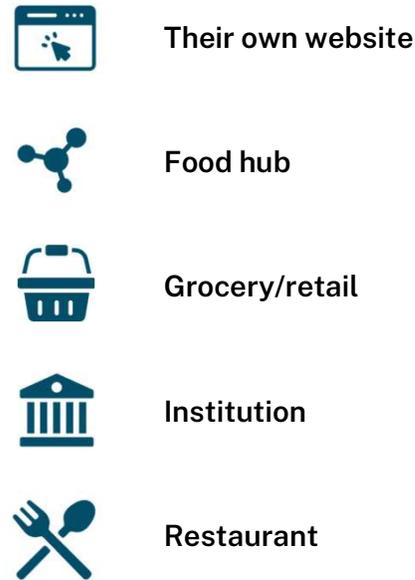
TOP 5

market channels Idaho farm and food business respondents currently use



TOP 5

market channels Idaho farm and food business respondents are “very interested” in selling through, if they do not already



Overall, Idaho farm and food business respondents are most interested in local and regional markets



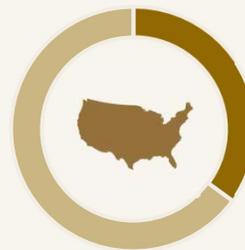
84%
sell locally
and

54% of those who do not already sell locally are very interested in starting.



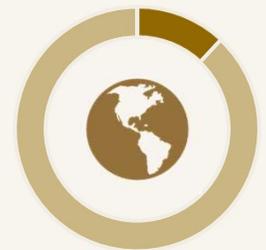
58%
sell regionally
and

47% of those who do not already sell regionally are very interested in starting.



35%
sell nationally
and

21% of those who do not already sell nationally are interested in starting.



12%
sell internationally
and

8% of those who do not already sell internationally are interested in starting.

Maximize use of existing TA capacity through communication and coordination.



of TA providers said they have high or moderate capacity to increase the number of clients they serve, and nearly all are interested in partnering with the Center.

Suggestions to increase farm and food businesses' access to needed supports in general include

- Maintaining a clearinghouse of technical assistance providers, services, and resources.
- Providing resource navigation, referral, and coordination support.
- Coordinating convenings, meetings, working groups, conferences, and other networking opportunities for TA providers, to connect TA providers with farm and food businesses, and to foster peer networking and learning among farm and food businesses.
- Partnering with organizations not based in Idaho to expand the types of programs, services, networks, and resources Idaho businesses can access.
- Connecting Idaho businesses to networks that primarily interact remotely, and to webinars and other web-based resources.

Address challenges to accessing technical assistance.



Advertise opportunities broadly, including through partner networks.



Use multiple modes of outreach, including resources people can watch or read at their convenience.



Make one-on-one advising, mentoring, or business coaching available remotely (e.g., via video conference or phone) and in person.



Raise awareness of the many general supports available for low-cost or free, including Small Business Development Center services.



Increase programming for topics many farm and food business respondents said they have high or moderate need for, but relatively few TA provider respondents said they offer (e.g., succession planning).

Develop new programs and resources to address multiple needs.

To address the great diversity of farm and food businesses in scale, crops, practices, and goals develop



General resources for common needs.



Targeted resources for specific needs.



Adaptable resources for multiple contexts.

Increase access to resources by underserved audiences.



Promote and support existing organizations, programs, services, and resources, including partnering with organizations with established trusted relationships with communities of interest such as the five Tribes, Community Council of Idaho, Idaho Commission on Hispanic Affairs, and others.



Build relationships with partners and clients in person in addition to remotely.



Offer services in more languages. The majority of TA respondents (58%) do not offer support in a language beyond English.

- Professional translation services are accessible online, relatively inexpensive, and have a quick turnaround.
- Likewise, hiring interpreters for workshops, webinars, and other events can be surprisingly affordable and it is simple to set up the synchronous interpretation feature in Zoom.



TA partners should **include translation and interpretation costs in their project budgets** as standard practice.



“Branding or marketing development” and “market development or market access” support are the highest needs for the greatest number of farm and food survey respondents.

Provide marketing and market development support.

The greatest number of technical assistance provider participants said they offer these types of support; however, few existing TA organizations provide the depth of support needed. To address the gap the NWRM RFBC could:

- Help coordinate cooperative promotion of TA services and events.
- Provide market and supply chain development training to help TA providers coordinate and develop their related programs, services, and resources.
- Support farm and food businesses through market development and access to workshops, conferences, and one-on-one support.
- Help coordinate planning groups, grant proposals, networking, and other program and project-specific support.
- Convene conferences, panels, match-making, and other events that bring supply chain participants together to network and collaborate on opportunities.

Help build supply chains at multiple scales.

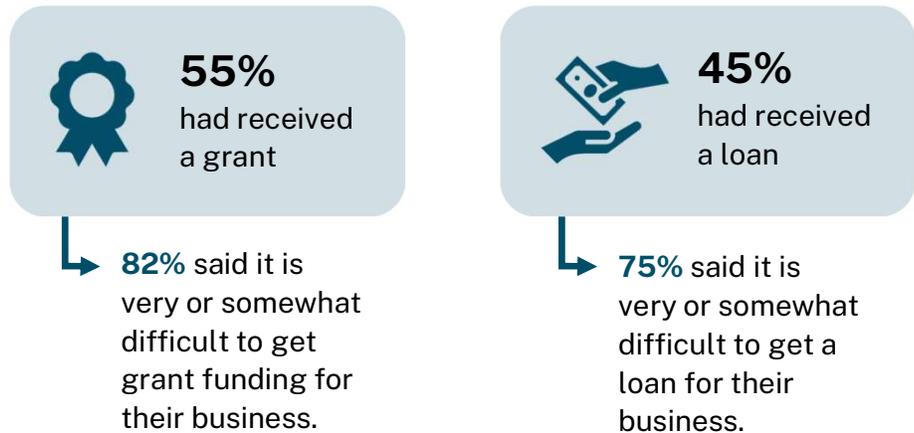
Idaho farm and food business survey respondents expressed greatest interest in starting to sell through their own website, food hubs, grocery/retail settings, institutions, and restaurants.

- Help build producer and food business capacity to interact with intermediated markets.
- Provide or connect producers and food businesses to website development resources.
- Help support development of processing and other infrastructure needed for intermediated markets.
- Identify distributors and value-aligned buyers both inside and outside the state and region.
- Address interest, lack of information, and navigation of labels and certifications as a marketing tool. Many businesses said they need help understanding and evaluating third-party certifications for their products.
- Help build cooperation and shared-use efforts.

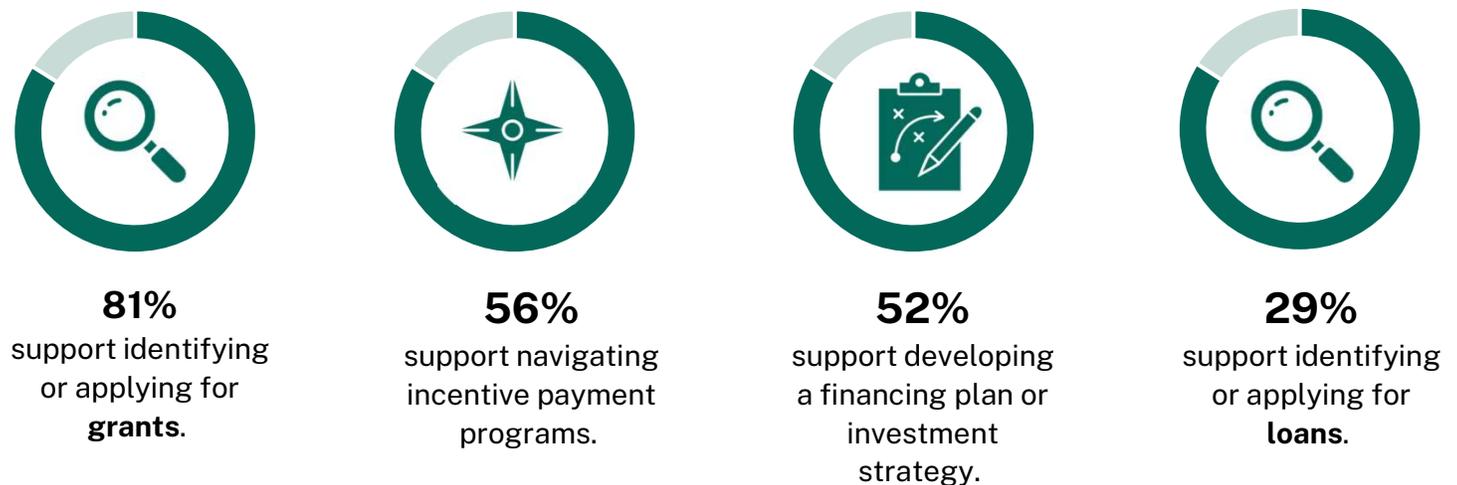
SUPPORTING RIGHT-SIZE INVESTING AND INFRASTRUCTURE

The Center's "Supporting Right-Size Investing and Infrastructure" core area aims to enhance "investment and capital readiness for small and mid-sized producers, processors, distributors, and value chain operators serving food and farm businesses."

Of Idaho farm and food business respondents



Percentage that said select funding-related supports are a high or moderate need for their business

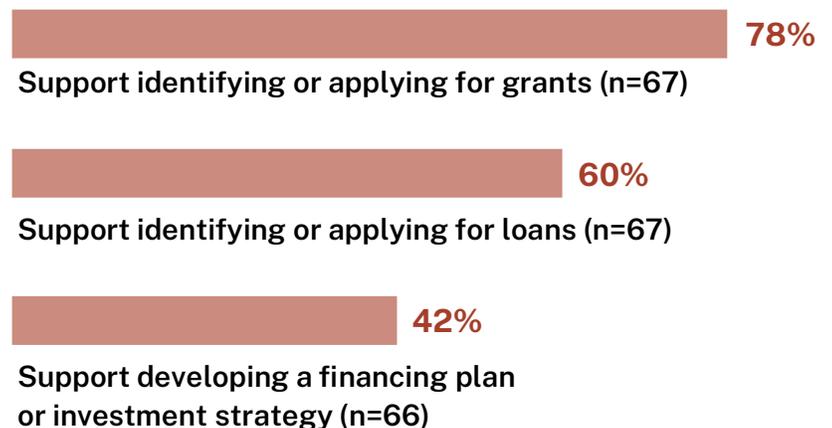


“

The grants are not well understood or advertised. Most grants which we have seen go out take too much time and overhead to even apply or are too short of a turn around.”

— Farm and food business survey respondent

Percentage of TA survey respondents whose organization provides select funding-related assistance:



Coordinate and participate in collaborative efforts to obtain resources for Idaho.

Help farm and food businesses identify funding opportunities, develop grant proposals, and build organizational capacity to increase their funding readiness and competitiveness. This may involve facilitating access to the services of other TA providers or developing new capacity within the Center.

Examples of how farm and food business and TA survey respondents suggested grant makers and lenders could make programs more accessible include

- Better advertising opportunities, including through trade associations, commissions, and other partner organizations.
- Reducing matching fund requirements.
- Increasing support for business plans and feasibility studies.
- Reducing application complexity.
- Increasing grant writing support.

Partner with local, state, regional, and national TA providers on proposals to leverage resources.



Either directly or with partners provide meetings, webinars, and other resources to **support each part of the process**, including planning and feasibility studies and writing and administering grants.

Use Business Builder grants to leverage resources.



Provide match for larger grants.



Fund planning phases necessary to be competitive for larger implementation funding.



Support funding for shared-use or shared services that benefit cooperative and collaborative efforts.

BUILDING MEAT SUPPLY CHAIN CAPACITY

Number of Idaho farms that raised select livestock in 2022



7,379

Raised beef cows



1,208

Raised sheep



978

Raised goats



562

Raised hogs



42

Raised bison



In 2022,

3,615 Idaho farms (16%)

used rotational or management-intensive grazing.

Of Idaho farm and food business respondents

34%

Currently raise livestock,

10%

produce dairy, and

7%

raise poultry.

Of the respondents who do not already,



47%

are interested in raising or processing livestock,



25%

are interested in producing dairy,



24%

are interested in raising or processing poultry, and



3%

are interested in growing or processing fish or seafood.

Respondents most commonly raise or want to raise



Cattle
(76%)



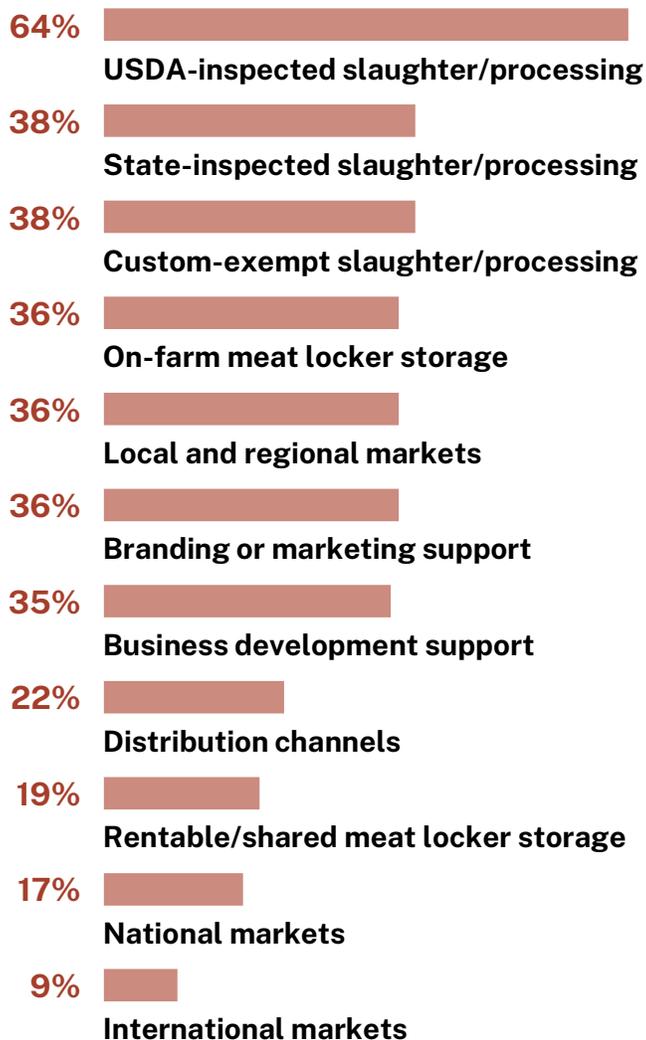
Chickens
(57%)



Hogs
(52%)

BUILDING MEAT SUPPLY CHAIN CAPACITY

Percentage of farm and food business respondents who said there is a **high need** to develop select infrastructure, markets, and supports for meat businesses in their area:



Marketing

Few respondents with a meat-related business use third-party certifications.

The largest proportion (10%) uses the **Animal Welfare Approved** certification.

Key informant interviewees commonly said workforce and local processing capacity are the main meat supply chain development constraints:

“We have to have good workers that are willing to do that work consistently every day.”
– Interviewee

“What we have now is basically sending it out of state and getting on a long waiting list and paying a lot of money. So, if we get local processing, that would really help our farmers and ranchers.”
– Interviewee

RECOMMENDATIONS | Building Meat Supply-Chain Capacity

**Increase
USDA-inspected
processing and
workforce
development.**

Examples of TA priorities farm and food business and TA survey respondents suggested include

- Supporting market development and access, including through market research and matchmaking (e.g., institutional markets).
- Increasing funding available for meat processing infrastructure.
- Human capital development, including workforce development, funding development skills, regulatory knowledge, and marketing and branding skills.
- Support USDA-inspected processing development.

CREATING DIVERSE MARKETS FOR CLIMATE-RESILIENT AGRICULTURE

The NWRM RFBC’s “Creating Diverse Markets for Climate-Resilient Ag” core area is focused on “supporting the development and expansion of markets for climate resilient cropping systems producing grains, pulses, and other row crops across the NW Mountain region.”

Number of Idaho farms producing select row crops in 2022:

- Winter wheat: 1,706
- Barley: 1,322
- Spring wheat: 918
- Corn (for grain): 648
- Potatoes: 529
- Dry beans: 227
- Canola: 179
- Dry peas: 155
- Chickpeas: 146
- Oats: 115
- Lentils: 54
- Durum wheat: 50
- Mustard: 50
- Triticale: 26
- Sunflower: 10
- Flaxseed: 9
- Soybeans: 8
- Sorghum: 5
- Emmer and spelt: 4

Number of Idaho farm and food business respondents who grow select row crops:

	Wheat (n=18)	8
	Pulses (n=18)	8
	Oats (n=17)	7
	Barley (n=18)	6
	Pseudocereals* (n=18)	5
	Corn (for grain) (n=18)	4
	Rye (n=17)	2

*(e.g., buckwheat, millet, quinoa, sorghum)

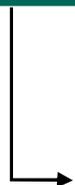
Number of Idaho farms implementing select conservation practices in 2022:

- 3,615** used rotational or management-intensive grazing
- 2,717** used precision agricultural practices
- 2,102** used conservation tillage and reduced tillage
- 1,798** used no-till
- 1,326** cover cropped
- 427** had conservation easements

CREATING DIVERSE MARKETS FOR CLIMATE-RESILIENT AGRICULTURE (CONTINUED)

Number of Idaho farm and food business respondents who use select conservation practices:

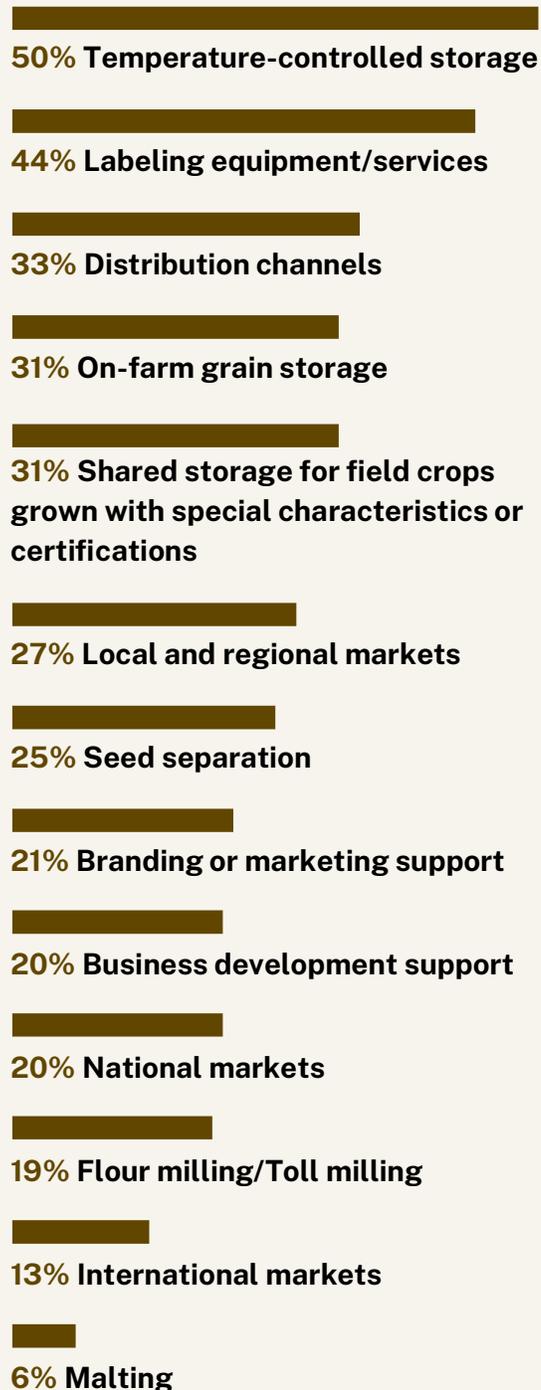
	Integration of livestock (n=9)	8
	No-till or low-till (n=9)	7
	Conservation cover (n=9)	6
	Green fallow (n=9)	5
	Prescribed grazing (n=9)	5
	Water-efficient irrigation (n=9)	5
	Riparian buffers (n=7)	3
	Interseeding (n=9)	2



100%

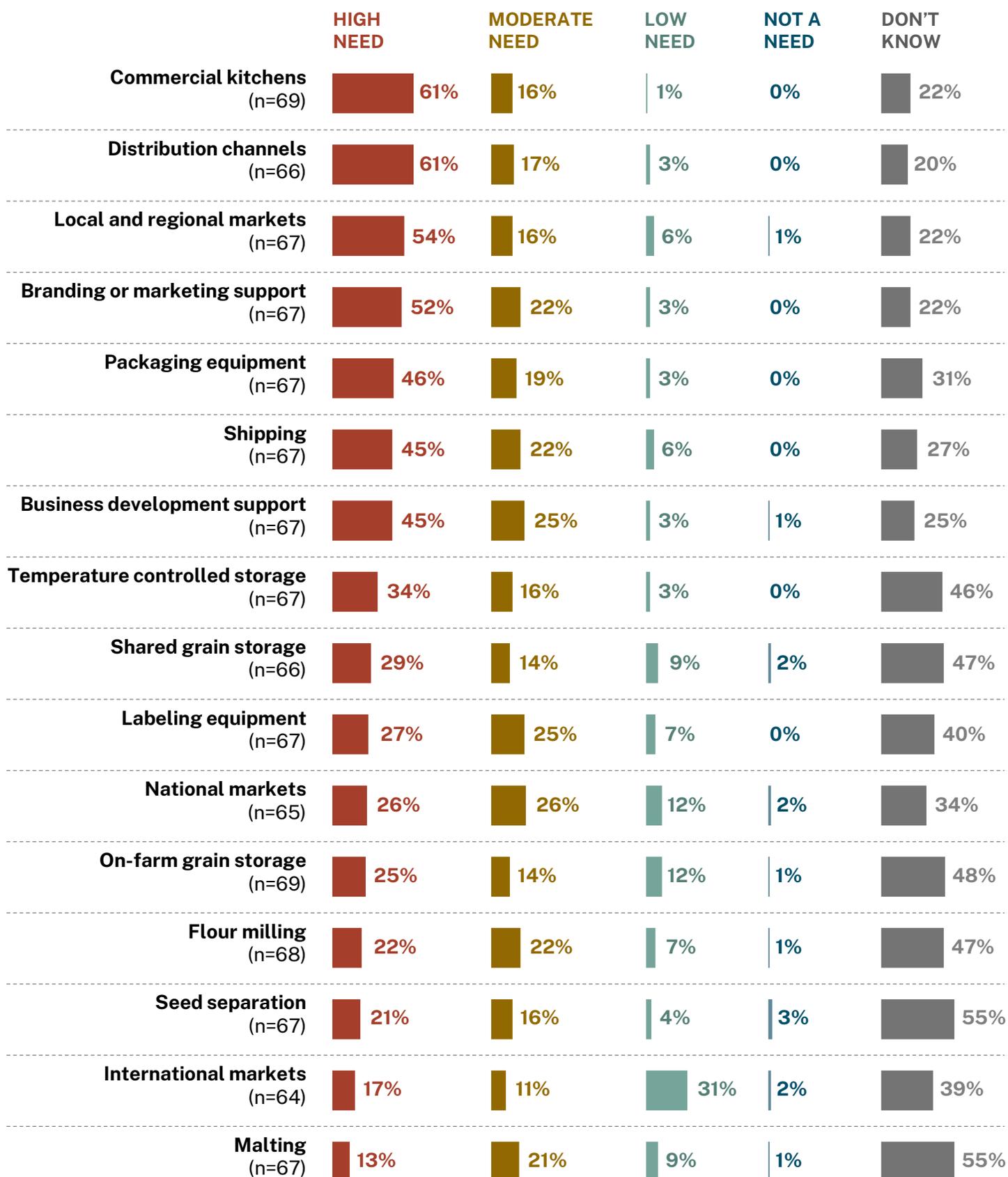
of the respondents who do not currently use interseeding are interested in starting.

Percentage of Idaho farm and food business respondents who said there is a **high need** to develop select infrastructure, markets, and supports for “climate-resilient” grain and pulse businesses in their area (n=16):



CREATING DIVERSE MARKETS FOR CLIMATE-RESILIENT AGRICULTURE (CONTINUED)

TA provider survey respondents' assessment of the level of need to develop select infrastructure, markets, and supports for "climate-resilient" grain and pulse businesses



Support supply chain and market development at all scales.

Farm and food business and TA survey respondents collectively see relatively less need to develop national and international markets for climate-resilient field crops;

↳ However, because of the enormous volume of grains, pulses, and other field crops grown in Idaho, market pathways that can collectively accommodate the volume and reward producers' efforts to adopt "climate-resilient" practices will be required.

Suggestions include:



Explore value-aligned national and international partners, for example, companies seeking "climate-resilient" grain for their own value-added products (e.g., niche noodle, pasta, or whiskey makers).



Hold matchmaking events to help connect producers with local, regional, national, and international partners.



Several assessment participants pointed to the **need to invest in consumer education** about the health, agricultural, and environmental benefits of "alternative" grains and row crops to help build domestic markets.

Support development of cooperative and collaborative efforts to build "climate-resilient" grain and pulse supply chains and research.

Several assessment participants said farmers, value-added food businesses, and researchers across the region working with less common grains, pulses, and pseudocereals are generally siloed and could be better connected for mutual benefit.

- Connect farmers, food businesses, and researchers across the region who are already engaged or interested in production and processing of diverse grains and field crops.
- Create a directory of farm and food businesses that grow or process these types of crops to facilitate connections among businesses throughout the supply chain and to increase visibility for consumers.
- Increase networking opportunities.
- Further connect and integrate Idaho businesses into existing networks.

Some considerations that emerged from the data related to supporting increased production include:

- Evaluate and address crop insurance and other structural barriers.
- Support agronomic research and outreach, for example, related to crop varieties and crop- and production region-specific recommendations for fertility and pest management.

Idaho Farm and Food Business Technical Assistance Landscape Assets and Needs Assessment

Methods and analyses

US Agricultural Census data

The secondary data summarized in this report comes from the USDA National Agricultural Statistics Service (NASS) 2022 Census of Agriculture. Idaho state data are disaggregated by county and organized in tables by USDA NASS-defined substate regions: East, North, South Central, and Southwest (Figure 1). In data summary tables, “(D)” refers to data “withheld to avoid disclosing data for individual operations” and “*” refers to no data available.

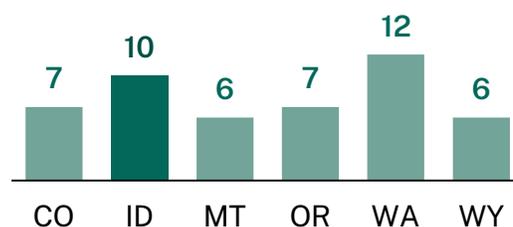
Key informant interviews

We conducted in-depth, semi-structured interviews with 19 key informants representing a range of organizations that provide TA and have different areas of expertise throughout the Center’s service area (Figure 2). Interviewees included key informants with state-, topic-, and population-specific insight and represented a range of TA organizations including business development centers, lenders, food hubs, and marketing organizations. Colette DePhelps (University of Idaho), Martha Sullins (Colorado State University), and Jennifer Faulkner (University of Wyoming) provided the initial list of potential key informant interviewees, which we then expanded through referral sampling. We conducted interviews by phone or Zoom from June to September 2024. Interviews lasted 45-60 minutes, were audio recorded with permission from participants, transcribed, and coded in ATLAS.ti software to identify key themes and topics.

FIGURE 1 | Idaho’s USDA-delineated substate regions



FIGURE 2 | Number of technical assistance providers interviewed by state (n=19). Some interviewees’ organizations serve businesses in multiple states.



Not all interviewees were based in Idaho; however, they all provided information and perspectives relevant to Idaho farm and food businesses, and we used what we learned from the full set of interviews to inform the questions included on the TA provider and farm and food business survey instruments. Therefore, all 19 interviewees informed this assessment in some way. In addition to the 19 interviews that we completed specifically for this project, we included nine relevant interview transcripts in the ATLAS.ti analysis that we completed in Fall 2023 and Spring 2024 through other closely related research projects. The additional nine interviews we included followed the same methods (i.e., they were semi-structured, completed by phone or Zoom, and audio recorded and transcribed with permission). We coded the relevant sections of those additional transcripts in the ATLAS.ti frame for this study to complement and expand the data. We do not include quotes from the additional nine interviews in this report but rather used those additional perspectives to help inform the types of questions and topics included in the TA provider and farm and food business surveys (described subsequently).

Technical assistance provider survey

We used the findings from the interviews to develop a survey for farm and food business TA providers. The purpose of this survey was to gain their perspectives on the technical and funding development assistance that already exists and that is still needed for small-scale, mid-scale, and historically underserved farms and food businesses in their service areas and to identify partnership opportunities.

The initial contact list included 183 organizations that provide TA to farm and food businesses in the region that we were able to identify through internet searches, referrals from state and core team partners, and referrals from interviewees. The Arrowleaf Consulting team emailed the 183 contacts on our list a first request to participate in the web-based survey on July 31, 2024, followed by three follow-up email reminders spaced one week apart. Partners from the Center's state and core teams also emailed the request to participate in the survey to TA professionals in their networks. A total of 95 TA providers participated in the survey.

Survey of farm and food businesses

The results from the interviews and TA provider survey helped inform the development of a web-based survey for farm and value-added food businesses. The purpose of the survey was to gain farm and food business owners' and operators' perspectives on their business development, funding, marketing, infrastructure, supply chain, and market development needs. Survey respondents had the option to take the survey in English or Spanish.

From October 10 to November 21, 2024, we used several strategies to recruit farm and food business survey respondents: 1) we asked our TA provider contact list and the Center's state and core teams to email the first request to participate to the relevant farm and food businesses in their networks along with a reminder email a couple weeks later, 2) we emailed a contact list of 30 grain and pulse growers in the region the request to participate directly, 3) we emailed the request to a list of relevant businesses whose contact information was available through the Organic Integrity Database, 4) we asked farm and food businesses who received the request to share the

opportunity to participate with others in their networks. In addition, the Idaho state team promoted the survey in its statewide newsletters, in social media, and at regional food summits and conferences.

We used the same web-based survey to gather information needed for this Idaho-focused report and for the report we created for the Diverse Markets for Climate Resilient Ag team, which focused on farm and food businesses that grow or process grains, pulses, pseudocereals, or other row crops regionwide. The survey was programmed so respondents were only displayed the questions that pertained to them based on their location (state) and the type of crops they grow or process. Of those who entered the survey, 157 were relevant to one or both assessments (i.e., they were based in Idaho and/or had or wanted to start a business that grows or processes field crops) and therefore answered the content questions (the survey skipped all others to the closing message). Of the 157 respondents in the final dataset, 91 have or are interested in starting a farm or food business in Idaho. When we refer to farm and food business survey respondents throughout the findings in this report, we are specifically referring to this subset of respondents that have or want to operate a business in Idaho and are therefore relevant to the Idaho team. Respondents from the other five states in the Center’s service area are only included in the Diverse Markets for Climate Resilient Ag team regional assessment, which is a separate report.

Inventory of technical assistance providers

We created an inventory of technical assistance (TA) providers based on our existing contact lists, recommendations from key informants, recommendations from the TA survey respondents, and internet searches using key words such as “food business center” or “farm technical assistance” for each state in the service area. We also integrated all TA survey respondents who provided their contact information to express their interest in partnership with the Center.

The inventory is available as a separate spreadsheet and includes the name and location of the organization, contact information, service area, priority audiences served, and the NWRM RFBC priority areas covered by their programming (i.e., whether they have programming related to building meat supply chain capacity, creating diverse markets for climate-resilient agriculture, connecting and scaling food entrepreneurs, or supporting right-sized investing and infrastructure). Even the organizations not based in Idaho may be relevant to Idaho-based farm and food businesses. For example, the Idaho state team may be able to partner with a new organization somewhere else in the region to expand Idaho stakeholders’ access to resources.

Study area context

Farm characteristics

There were 22,877 farms in Idaho in 2022. Table 1 shows their distribution by substate region and county.

TABLE 1 | Number and percent of farms in Idaho by substate region and county, 2022

		Number of farms	Percent of farms
	Idaho	22,877	100%
East	East total	7,785	34%
	Bannock	1,005	4%
	Bear Lake	353	2%
	Bingham	1,081	5%
	Bonneville	893	4%
	Butte	147	1%
	Caribou	399	2%
	Clark	67	0%
	Custer	235	1%
	Franklin	727	3%
	Fremont	545	2%
	Jefferson	679	3%
	Lemhi	306	1%
	Madison	358	2%
	Oneida	446	2%
Power	276	1%	
Teton	268	1%	
North	North total	4,961	22%
	Benewah	240	1%
	Bonner	798	3%
	Boundary	319	1%
	Clearwater	273	1%
	Idaho	696	3%
	Kootenai	968	4%
	Latah	989	4%
	Lewis	219	1%
	Nez Perce	415	2%
Shoshone	44	0%	
South Central	South Central total	3,667	16%
	Blaine	203	1%
	Camas	111	0%
	Cassia	554	2%
	Gooding	499	2%
	Jerome	448	2%
	Lincoln	229	1%
	Minidoka	454	2%
	Twin Falls	1,169	5%
Southwest	Southwest total	6,464	28%
	Ada	1,142	5%
	Adams	229	1%
	Boise	108	0%
	Canyon	2,311	10%
	Elmore	284	1%
	Gem	718	3%
	Owyhee	461	2%
	Payette	574	3%
	Valley	142	1%
Washington	495	2%	

Farm size by gross cash farm income and total value of products

The USDA NASS categorizes family farm size by gross cash farm income (GCFI). To be considered a family farm, a farmer household or extended family must own more than 50% of the operation. GCFI includes crop and livestock sales, fees for delivering commodities under production contracts, government payments, and farm-related income. Small family farms have a GCFI below \$350,000, midsize family farms have a GCFI of \$350,000 to \$999,999, and large family farms have a GCFI of \$1,000,000 or more.

Of the 22,877 farms in Idaho in 2022, 21,570 were family farms and 1,307 are non-family farms. In Idaho, 89% of the 21,570 family farms were small family farms, 83% of all family farms had GCFI below \$150,000, and 94% of those considered “small family farms” (i.e., those with GCFI below \$350,000) had GCFI below \$150,000 (Table 2).

TABLE 2 | Number and percent of family farms by gross cash farm income (GCFI) in Idaho, 2022

Gross cash farm income	Count	Percent
Total	21,570	100%
Less than \$150,000	17,963	83%
\$150,000 to \$349,999	1,235	6%
\$350,000 to \$999,999	1,207	6%
\$1,000,000 to \$4,999,999	875	4%
\$5,000,000 or more	290	1%

As of the writing of this report, GCFI data is only available at the state and national level; however, finer scale data will be released in January 2026. At the substate scale, the total value of products (TVP) is the most-similar data currently available, representing the value of products sold plus government payments, including from the Conservation Reserve Program (CRP), Wetlands Reserve Program (WRP), Farmable Wetlands Program (FWP), Conservation Reserve Enhancement Program (CREP), and others.

In 2022, 75% of Idaho’s 22,877 farms had a TVP below \$50,000 (Table 3). The top four counties in each substate region with farms that have a TVP below \$50,000 are listed in descending order:

- East region: Bannock, Bingham, Bonneville, and Franklin counties.
- North region: Kootenai, Latah, Bonner, and Idaho counties.
- South Central region: Twin Falls, Cassia, Gooding, and Minidoka counties.
- Southwest region: Canyon, Ada, Gem, and Payette counties.

TABLE 3 | Number of farms in Idaho by total value of products (TVP) sold, substate region, and county, 2022.
 For example, 75% of Idaho’s 17,097 farms, 72% of the 5,604 farms in the East region, and 91% of the 917 farms in Bannock County had a TVP less than \$50,000 in 2022.

	County	Less than \$50,000		\$50,000 to \$99,999		\$100,000 to \$249,999		\$250,000 to \$499,999		\$500,000 or more	
		Count	%	Count	%	Count	%	Count	%	Count	%
	Idaho State	17,097	75%	1,220	5%	1,392	6%	1,079	5%	2,089	9%
East	East total	5,604	72%	452	6%	565	7%	430	6%	734	9%
	Bannock	917	91%	23	2%	25	2%	26	3%	14	1%
	Bear Lake	264	75%	26	7%	34	10%	14	4%	15	4%
	Bingham	762	70%	44	4%	75	7%	63	6%	137	13%
	Bonneville	678	76%	49	5%	55	6%	57	6%	54	6%
	Butte	61	41%	11	7%	23	16%	19	13%	33	22%
	Caribou	251	63%	32	8%	31	8%	28	7%	57	14%
	Clark	27	40%	6	9%	6	9%	11	16%	17	25%
	Custer	145	62%	19	8%	34	14%	23	10%	14	6%
	Franklin	565	78%	45	6%	38	5%	25	3%	54	7%
	Fremont	369	68%	38	7%	49	9%	21	4%	68	12%
	Jefferson	484	71%	40	6%	28	4%	41	6%	86	13%
	Lemhi	217	71%	24	8%	29	9%	22	7%	14	5%
	Madison	179	50%	21	6%	44	12%	43	12%	71	20%
	Oneida	318	71%	41	9%	56	13%	9	2%	22	5%
Power	180	65%	14	5%	16	6%	12	4%	54	20%	
Teton	187	70%	19	7%	22	8%	16	6%	24	9%	
North	North total	4,205	85%	163	3%	196	4%	142	3%	255	5%
	Benewah	203	85%	3	1%	6	3%	16	7%	12	5%
	Bonner	755	95%	13	2%	21	3%	5	1%	4	1%
	Boundary	245	77%	18	6%	18	6%	7	2%	31	10%
	Clearwater	256	94%	5	2%	3	1%	6	2%	3	1%
	Idaho	515	74%	49	7%	53	8%	36	5%	43	6%
	Kootenai	913	94%	25	3%	16	2%	7	1%	7	1%
	Latah	847	86%	20	2%	30	3%	21	2%	71	7%
	Lewis	130	59%	7	3%	17	8%	19	9%	46	21%
	Nez Perce	297	72%	23	6%	32	8%	25	6%	38	9%
	Shoshone	44	100%	*		*		*		*	
South Central	South Central total	2,117	58%	273	7%	335	9%	274	7%	668	18%
	Blaine	120	59%	19	9%	22	11%	17	8%	25	12%
	Camas	59	53%	7	6%	14	13%	16	14%	15	14%
	Cassia	287	52%	50	9%	60	11%	30	5%	127	23%
	Gooding	284	57%	41	8%	52	10%	30	6%	92	18%
	Jerome	247	55%	24	5%	33	7%	34	8%	110	25%
	Lincoln	124	54%	21	9%	27	12%	28	12%	29	13%
	Minidoka	258	57%	36	8%	32	7%	31	7%	97	21%
	Twin Falls	738	63%	75	6%	95	8%	88	8%	173	15%
Southwest	Southwest total	5,171	80%	332	5%	296	5%	233	4%	432	7%
	Ada	1,039	91%	34	3%	31	3%	9	1%	29	3%
	Adams	177	77%	13	6%	24	10%	5	2%	10	4%
	Boise	91	84%	3	3%	6	6%	3	3%	5	5%
	Canyon	1,891	82%	87	4%	77	3%	69	3%	187	8%
	Elmore	205	72%	16	6%	17	6%	15	5%	31	11%
	Gem	618	86%	38	5%	30	4%	18	3%	14	2%
	Owyhee	271	59%	40	9%	32	7%	49	11%	69	15%
	Payette	432	75%	35	6%	27	5%	26	5%	54	9%
	Valley	108	76%	15	11%	8	6%	6	4%	5	4%
	Washington	339	68%	51	10%	44	9%	33	7%	28	6%

Farm size by acreage

In 2022, 56% of Idaho's 22,877 farms had fewer than 50 acres in production (Table 4). The top four counties in each substate region with farms with fewer than 50 acres in production are listed in descending order:

- East region: Bannock, Bingham, Bonneville, and Jefferson counties
- North region: Kootenai, Latah, Bonner, and Idaho counties
- South Central region: Twin Falls, Gooding, Minidoka, and Jerome counties
- Southwest region: Canyon, Ada, Gem, and Payette

TABLE 4 | Number of farms by acreage in production, substate region, and county, 2022

	County	1 to 9 acres	10 to 49 acres	50 to 139 acres	140 to 259 acres	260 to 499 acres	500 to 999 acres	1,000 or more acres
	Idaho State	5,785	6,977	2,974	1,876	1,566	1,384	2,315
East	East total	1,767	2,020	969	798	633	611	987
	Bannock	367	285	102	85	47	60	59
	Bear Lake	32	69	79	54	40	31	48
	Bingham	335	299	116	66	79	55	131
	Bonneville	284	296	69	54	48	50	92
	Butte	13	25	20	23	23	6	37
	Caribou	27	78	41	48	63	46	96
	Clark	2	1	6	7	8	8	35
	Custer	33	61	43	25	23	27	23
	Franklin	154	187	94	91	67	61	73
	Fremont	79	117	100	96	58	43	52
	Jefferson	193	231	81	35	34	41	64
	Lemhi	66	99	35	28	27	27	24
	Madison	70	71	52	43	39	38	45
	Oneida	65	82	57	71	43	53	75
	Power	26	38	26	28	22	40	96
Teton	21	81	48	44	12	25	37	
North	North total	631	1,880	938	451	341	293	427
	Benewah	10	83	66	28	13	19	21
	Bonner	128	384	142	64	35	23	22
	Boundary	46	107	69	35	19	20	23
	Clearwater	12	99	66	37	36	11	12
	Idaho	48	202	111	82	67	65	121
	Kootenai	187	481	165	41	44	33	17
	Latah	97	368	235	90	71	58	70
	Lewis	6	29	42	28	15	34	65
	Nez Perce	90	96	39	44	40	30	76
Shoshone	7	31	3	2	1	*	*	
South Central	South Central total	906	938	460	286	323	257	497
	Blaine	37	64	19	9	12	10	52
	Camas	3	27	18	6	7	18	32
	Cassia	103	115	53	51	55	35	142
	Gooding	122	143	75	32	43	39	45
	Jerome	119	112	44	36	44	45	48
	Lincoln	33	39	38	36	27	22	34
	Minidoka	137	115	50	37	26	25	64
	Twin Falls	352	323	163	79	109	63	80
Southwest	Southwest total	2,481	2,139	607	341	269	223	404
	Ada	568	441	52	35	13	10	23
	Adams	22	63	50	26	22	11	35
	Boise	39	21	17	16	4	2	9
	Canyon	1,056	789	168	92	69	73	64
	Elmore	100	67	16	28	17	12	44
	Gem	298	226	87	17	23	30	37
	Owyhee	86	126	66	28	45	31	79
	Payette	180	211	68	38	31	18	28
	Valley	23	61	20	10	10	6	12
	Washington	109	134	63	51	35	30	73

Value-added products

USDA defines value-added products as commodities transformed into products worth more than the originally produced commodity through further manufacture or processing. Table 5 shows the number and percentage of farms in Idaho that sold value-added products and their respective value-added sales by substate region and county in 2022. In 2022, 3% of Idaho farms sold value-added products for \$13.1 million in total sales.

TABLE 5 | Number, percent, and sales of farms that sell processed or value-added agricultural products by substate region and county, 2022

	County	Number	Percent	Sales
	Idaho State	432	3%	\$13,059,000
East	East total	86	1%	\$780,000
	Bannock	13	1%	\$284,000
	Bear Lake	5	1%	\$13,000
	Bingham	11	1%	(D)
	Bonneville	6	1%	\$9,000
	Butte	*	*	*
	Caribou	2	1%	(D)
	Clark	*	*	*
	Custer	6	3%	\$29,000
	Franklin	6	1%	\$71,000
	Fremont	8	1%	\$119,000
	Jefferson	6	1%	\$70,000
	Lemhi	13	4%	\$146,000
	Madison	1	0%	(D)
	Oneida	3	1%	\$11,000
	Power	*	*	*
	Teton	6	2%	\$28,000
North	North total	138	3%	\$1,348,000
	Benewah	6	3%	\$10,000
	Bonner	43	5%	\$655,000
	Boundary	12	4%	\$58,000
	Clearwater	2	1%	(D)
	Idaho	4	1%	\$26,000
	Kootenai	36	4%	\$130,000
	Latah	23	2%	\$336,000
	Lewis	1	0%	(D)
	Nez Perce	8	2%	\$114,000
	Shoshone	3	7%	\$19,000
South Central	South Central total	40	1%	\$4,686,000
	Blaine	4	2%	(D)
	Camas	3	3%	\$1,000
	Cassia	2	0%	(D)
	Gooding	6	1%	\$39,000
	Jerome	*	0%	*
	Lincoln	2	1%	(D)
	Minidoka	6	1%	\$3,000
	Twin Falls	17	1%	\$4,643,000
Southwest	Southwest total	168	3%	\$6,245,000
	Ada	39	3%	\$1,358,000
	Adams	1	0%	(D)
	Boise	5	5%	\$32,000
	Canyon	63	3%	\$4,411,000
	Elmore	7	2%	\$42,000
	Gem	19	3%	\$285,000
	Owyhee	*	*	*
	Payette	19	3%	\$80,000
	Valley	9	6%	\$37,000
	Washington	6	1%	(D)

Producer characteristics

USDA NASS provided this definition of a producer for the 2022 Census:

For census purposes, the individual who was involved in decisions, or **producer**, is the person, such as a hired manager, business manager, or other person primarily responsible for the on-site, day-to-day operation of the farm or ranch business in 2022. This may have been accomplished by either doing the work or directly supervising the work. The producer may have worked land they owned, land rented for cash from others, acreage rented on a crop-share basis, land operated rent free, or land operated under a combination of several such arrangements.¹

The following sections provide an overview of Idaho producers' demographic characteristics by substate region and county.

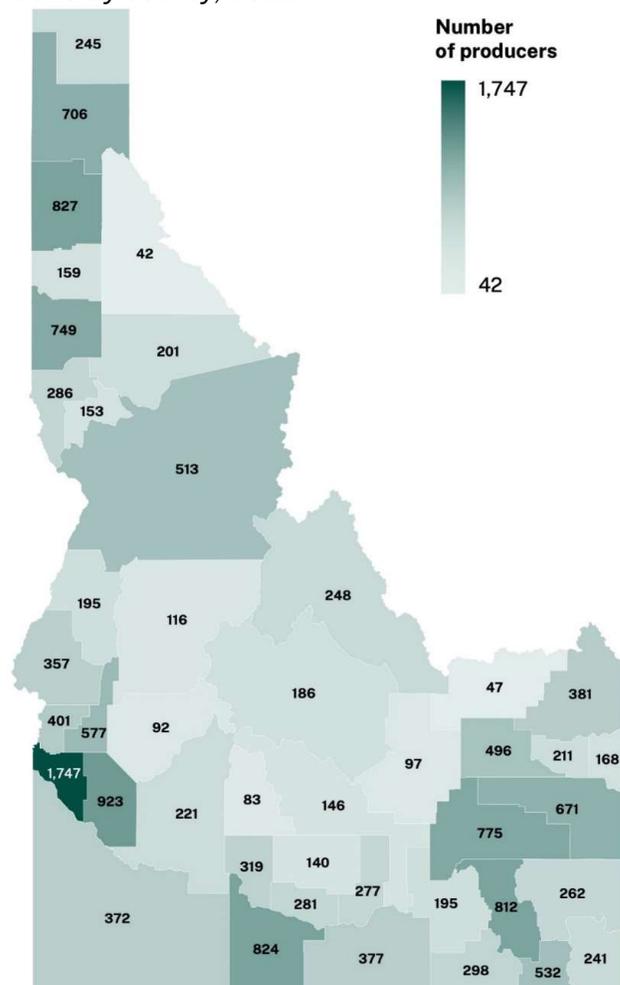
Producers who are women

As shown in Table 6 and Figure 3, 39% of Idaho's 43,333 producers were women in 2022. Women producers collectively operated 6.2 million acres across the region. The East region had the highest number of women producers, followed by the Southwest, North, and South Central regions.

Below are the counties sorted by substate region with the highest number of producers who are women, listed in descending order:

- East region: Bannock, Bingham, Bonneville, and Franklin counties
- North region: Kootenai, Latah, Bonner, and Idaho counties
- South Central region: Twin Falls, Cassia, Gooding, and Jerome counties
- Southwest region: Canyon, Ada, Gem, and Payette counties

FIGURE 3 | Number of women producers in Idaho by county, 2022



¹ https://www.nass.usda.gov/AgCensus/Report_Form_and_Instructions/2022_Report_Form/2022_Census_of_Agriculture_Report_Form_Guide.pdf

TABLE 6 | Number of women producers, percent of all producers who are women, count of operations with women producers, and acres operated by women producers in Idaho by substate region and county, 2022

	County	Women producers	Percent women	Number of operations	Acres operated
	Idaho State	16,949	39%	15,634	6,186,588
East	East total	5,620	37%	5,129	2,741,267
	Bannock	812	40%	744	282,222
	Bear Lake	241	36%	223	101,964
	Bingham	775	37%	719	641,200
	Bonneville	671	39%	604	210,404
	Butte	97	37%	86	30,451
	Caribou	262	33%	230	170,635
	Clark	47	37%	40	135,038
	Custer	186	42%	165	79,201
	Franklin	532	36%	494	178,052
	Fremont	381	34%	333	144,774
	Jefferson	496	37%	462	128,705
	Lemhi	248	43%	231	63,317
	Madison	211	31%	201	73,710
	Oneida	298	35%	270	186,255
	Power	195	34%	183	270,814
Teton	168	33%	144	44,525	
North	North total	3,881	42%	3,565	1,072,920
	Benewah	159	41%	144	40,917
	Bonner	706	45%	630	74,045
	Boundary	245	40%	236	43,367
	Clearwater	201	40%	201	48,125
	Idaho	513	39%	474	352,319
	Kootenai	827	47%	761	65,295
	Latah	749	40%	693	159,078
	Lewis	153	39%	133	131,632
	Nez Perce	286	36%	257	156,884
Shoshone	42	52%	36	1,258	
South Central	South Central total	2,447	35%	2,244	1,180,600
	Blaine	146	38%	141	179,221
	Camas	83	40%	78	148,710
	Cassia	377	35%	333	304,178
	Gooding	319	34%	283	95,492
	Jerome	281	34%	261	88,838
	Lincoln	140	35%	137	61,718
	Minidoka	277	34%	265	125,592
	Twin Falls	824	37%	746	176,851
Southwest	Southwest total	5,001	42%	4,696	1,191,801
	Ada	923	44%	865	66,335
	Adams	195	46%	184	79,535
	Boise	92	45%	79	45,581
	Canyon	1,747	41%	1,649	123,069
	Elmore	221	39%	202	180,955
	Gem	577	44%	551	130,032
	Owyhee	372	41%	334	222,448
	Payette	401	40%	385	72,881
	Valley	116	44%	106	36,802
	Washington	357	40%	341	234,163

Producers with military service

As presented in Table 7 and Figure 4, 8% of Idaho’s 43,333 producers had military service in 2022, either active duty or in the past. Those with military service collectively operated 1.3 million acres across Idaho. The North region has the highest percent of producers who have military service, either active duty or in the past, followed by the Southwest, East, and South Central regions.

Below are the counties sorted by substate region with the highest number of producers who have military service, either active duty or in the past, listed in descending order:

- East region: Bannock, Bingham, Bonneville, and Jefferson counties
- North region: Latah, Kootenai, Bonner, and Idaho counties
- South Central region: Twin Falls, Gooding, Jerome, and Cassia counties
- Southwest region: Canyon, Ada, Gem, and Payette counties

FIGURE 4 | Number of producers in Idaho who have military service by county, 2022

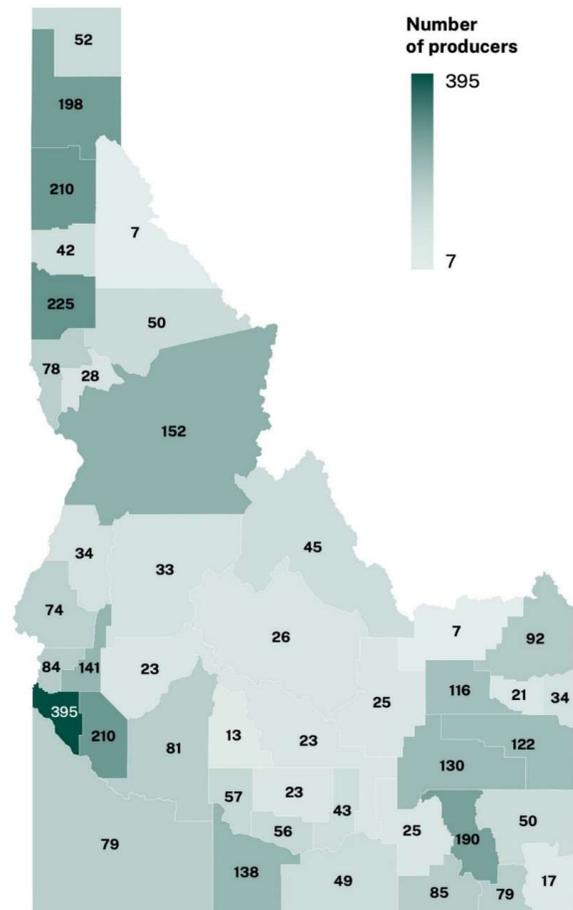


TABLE 7 | Number of producers, percent of producers, count of operations, and acres operated by producers who have military service, either active duty or in the past by substate region and county, 2022

	County	Producers with military service	Percent with military service	Number of operations	Acres operated
	Idaho State	3,662	8%	3,449	1,257,195
East	East total	1,064	7%	978	397,198
	Bannock	190	9%	163	29,462
	Bear Lake	17	3%	17	25,267
	Bingham	130	6%	130	29,077
	Bonneville	122	7%	111	16,263
	Butte	25	9%	24	3,578
	Caribou	50	6%	50	33,447
	Clark	7	6%	7	14,607
	Custer	26	6%	26	33,101
	Franklin	79	5%	71	15,691
	Fremont	92	8%	77	10,937
	Jefferson	116	9%	98	9,123
	Lemhi	45	8%	43	15,098
	Madison	21	3%	21	9,198
	Oneida	85	10%	81	68,856
Power	25	4%	25	55,653	
Teton	34	7%	34	27,840	
North	North total	1,042	11%	1,002	260,828
	Benewah	42	11%	42	8,147
	Bonner	198	13%	194	18,051
	Boundary	52	8%	52	15,719
	Clearwater	50	10%	50	3,380
	Idaho	152	12%	150	99,003
	Kootenai	210	12%	201	23,663
	Latah	225	12%	203	29,877
	Lewis	28	7%	25	5,094
	Nez Perce	78	10%	78	57,703
	Shoshone	7	9%	7	191
South Central	South Central total	402	6%	388	294,774
	Blaine	23	6%	20	52,294
	Camas	13	6%	13	86,570
	Cassia	49	5%	47	32,623
	Gooding	57	6%	57	35,591
	Jerome	56	7%	54	20,263
	Lincoln	23	6%	23	9,764
	Minidoka	43	5%	42	5,101
	Twin Falls	138	6%	132	52,568
Southwest	Southwest total	1,154	10%	1,081	304,395
	Ada	210	10%	196	8,767
	Adams	34	8%	31	23,646
	Boise	23	11%	21	4,808
	Canyon	395	9%	375	21,900
	Elmore	81	14%	70	98,760
	Gem	141	11%	136	5,619
	Owyhee	79	9%	70	61,429
	Payette	84	8%	83	10,529
	Valley	33	13%	26	4,844
	Washington	74	8%	73	64,093

Producers by race and Hispanic, Latino, or Spanish ethnicity

Table 8 and Figures 5-10 show the number of Idaho producers by race, ethnicity, substate region, and county in 2022. Note that the Census of Agriculture reports the race of producers by single race categories. If a producer identified as more than one race, then they are counted in the “two or more races” category only. For example, if a producer identified their race as White and Black or African American, they are counted in the “two or more races” category but not counted in the White nor Black or African American categories. Also note that while we report the number of producers who identified as Hispanic, Latino, or Spanish origin in the same table with the racial categories, Hispanic, Latino, or Spanish origin is an ethnicity rather than a race; therefore, “producers of Hispanic, Latino, or Spanish origin are found in all of the racial groups listed in the census and were tabulated according to the race reported, as well as on tables pertaining only to this group.”²

Of Idaho’s 43,333 producers, 42,509 (98%) identified as White and 824 (2%) identified as a racial minority: 329 (0.8%) identified as two or more races; 290 (0.7%) identified as American Indian or Alaska Native; 144 (0.3%) identified as Asian; 42 (0.1%) identified as Native Hawaiian or other Pacific Islander; and 19 (0.04%) identified as Black or African American. Three percent (1,341 producers) identified as Hispanic, Latino, or Latino origin.

Table 9 shows the distribution of Idaho producers by race, ethnicity, and substate region in 2022. For example, 43% of Idaho’s 329 producers who identified as two or more races and 14 out of 19 (74%) producers who identified as Black or African American were in the Southwest region.

²

https://www.nass.usda.gov/Publications/AgCensus/2017/Full_Report/Volume_1,_Chapter_1_US/usappxb.pdf

TABLE 8 | Number of producers in Idaho by race and ethnicity, substate region, and county, 2022

	County	White	American Indian or Alaska Native	Asian	Black or African American	Native Hawaiian and other Pacific Islander	Two or more races	Hispanic, Latino, or Spanish origin
	Idaho State	42,509	290	144	19	42	329	1,341
East	East total	14,984	110	42	3	9	74	282
	Bannock	1,975	45	4	*	1	13	42
	Bear Lake	659	1	*	1	*	*	17
	Bingham	2,031	26	5	*	4	13	68
	Bonneville	1,669	5	22	*	*	11	32
	Butte	262	*	2	*	*	1	12
	Caribou	787	*	1	*	*	*	13
	Clark	124	*	3	*	*	*	*
	Custer	436	3	*	*	*	2	2
	Franklin	1,469	6	1	*	2	1	19
	Fremont	1,100	2	*	1	*	2	11
	Jefferson	1,337	*	*	*	2	1	22
	Lemhi	568	7	*	*	*	1	10
	Madison	660	8	1	*	*	10	3
	Oneida	836	*	*	1	*	18	21
	Power	564	5	3	*	*	1	8
Teton	507	2	*	*	*	*	2	
North	North total	9,094	70	30	0	10	93	156
	Benewah	375	11	*	*	*	5	5
	Bonner	1,539	15	*	*	*	13	49
	Boundary	603	3	2	*	*	7	14
	Clearwater	491	2	*	*	*	6	6
	Idaho	1,289	9	*	*	5	14	15
	Kootenai	1,739	10	7	*	1	15	36
	Latah	1,820	7	19	*	1	26	23
	Lewis	384	4	*	*	*	*	*
	Nez Perce	779	9	2	*	1	3	6
	Shoshone	75	*	*	*	2	4	2
South Central	South Central total	6,847	19	14	2	7	21	446
	Blaine	378	*	*	*	*	3	11
	Camas	206	1	*	*	*	1	2
	Cassia	1,067	2	3	1	1	2	47
	Gooding	945	2	4	1	*	*	73
	Jerome	823	3	1	*	*	6	60
	Lincoln	394	5	*	*	*	1	31
	Minidoka	815	*	*	*	*	2	92
	Twin Falls	2,219	6	6	*	6	6	130
Southwest	Southwest total	11,584	91	58	14	16	141	457
	Ada	2,044	6	3	6	2	23	68
	Adams	395	16	2	*	*	8	12
	Boise	201	*	2	*	*	1	11
	Canyon	4,163	29	24	5	4	35	193
	Elmore	555	8	1	*	*	3	38
	Gem	1,274	4	6	*	5	13	27
	Owyhee	860	21	2	*	5	18	43
	Payette	978	5	11	2	*	14	30
	Valley	255	*	5	*	*	3	5
	Washington	859	2	2	1	*	23	30

TABLE 9 | Number and percent distribution of producers by race and ethnicity within Idaho by substate region, 2022. For example, 38% of Idaho’s 290 American Indian or Alaska Native producers are in the East Region.

Region	American Indian or Alaska Native	Asian	Black or African American	Native Hawaiian or Other Pacific Islander	Two or more races	Hispanic, Latino, or Spanish Origin
Idaho	290 (100%)	144 (100%)	19 (100%)	42 (100%)	329 (100%)	1,341 (100%)
East	110 (38%)	42 (29%)	3 (16%)	9 (21%)	74 (22%)	282 (21%)
North	70 (24%)	30 (21%)	*	10 (24%)	93 (28%)	156 (12%)
South Central	19 (7%)	14 (10%)	2 (11%)	7 (17%)	21 (6%)	446 (33%)
Southwest	91 (31%)	58 (40%)	14 (74%)	16 (38%)	141 (43%)	457 (34%)

FIGURE 5 | Number of Hispanic, Latino, or Spanish Origin producers in Idaho by county, 2022

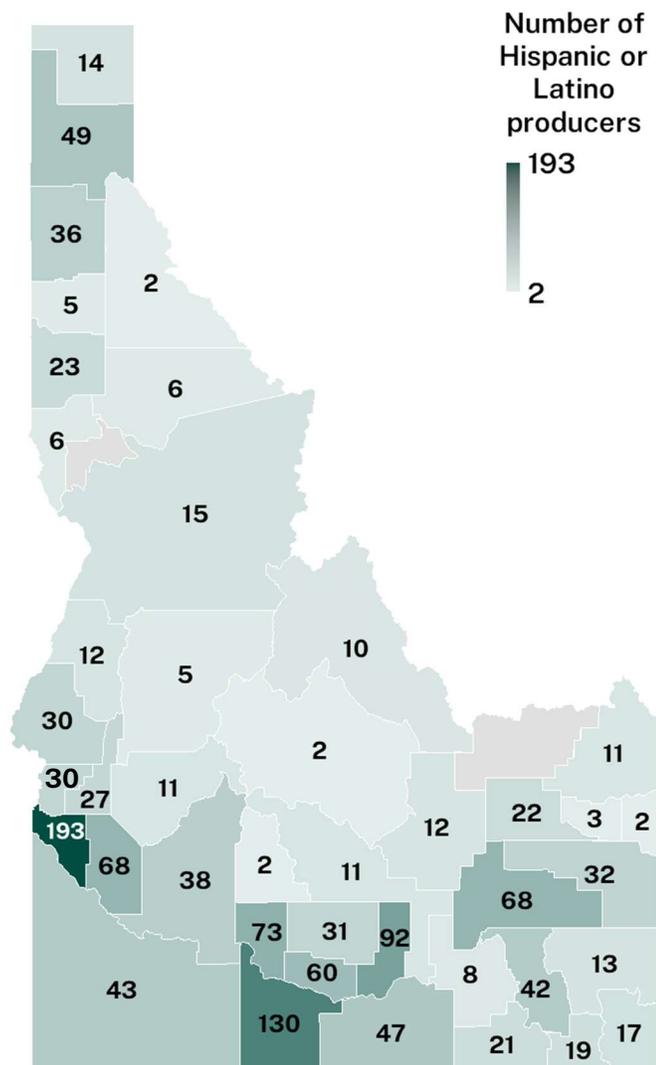


FIGURE 6 | Number of American Indian or Alaska Native producers in Idaho by county, 2022

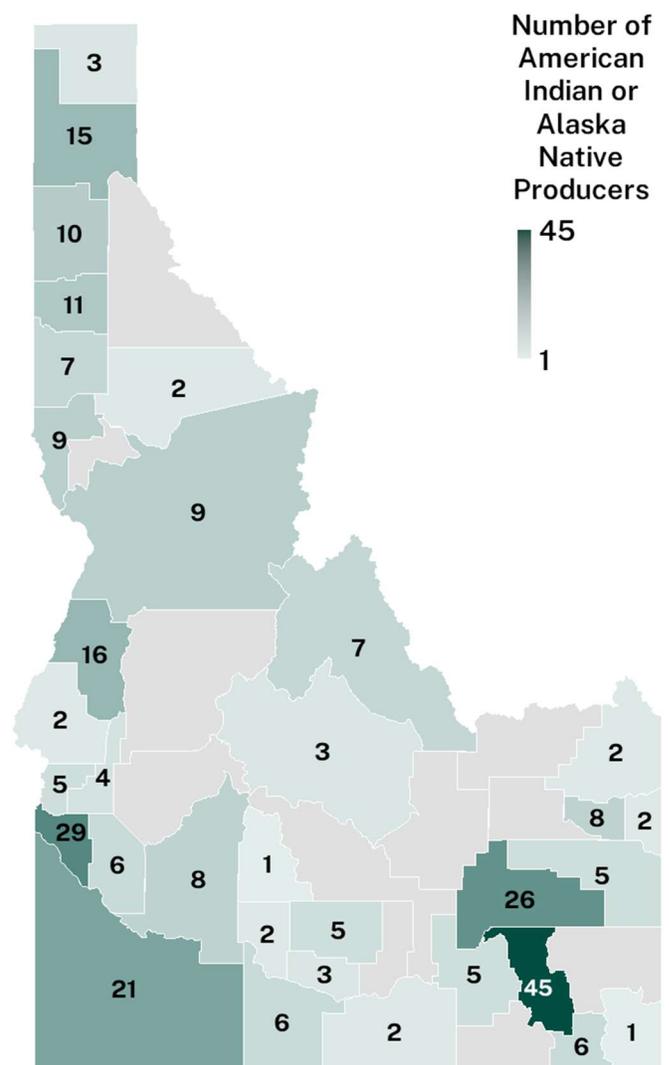


FIGURE 9 | Number of Native Hawaiian or other Pacific Islander producers in Idaho by county, 2022

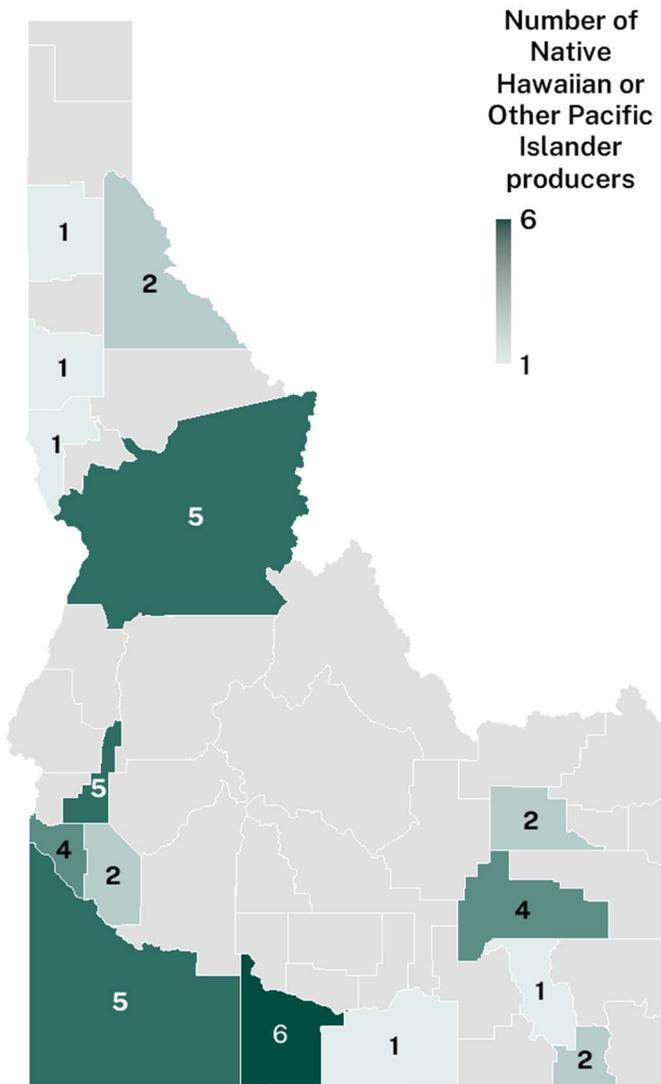
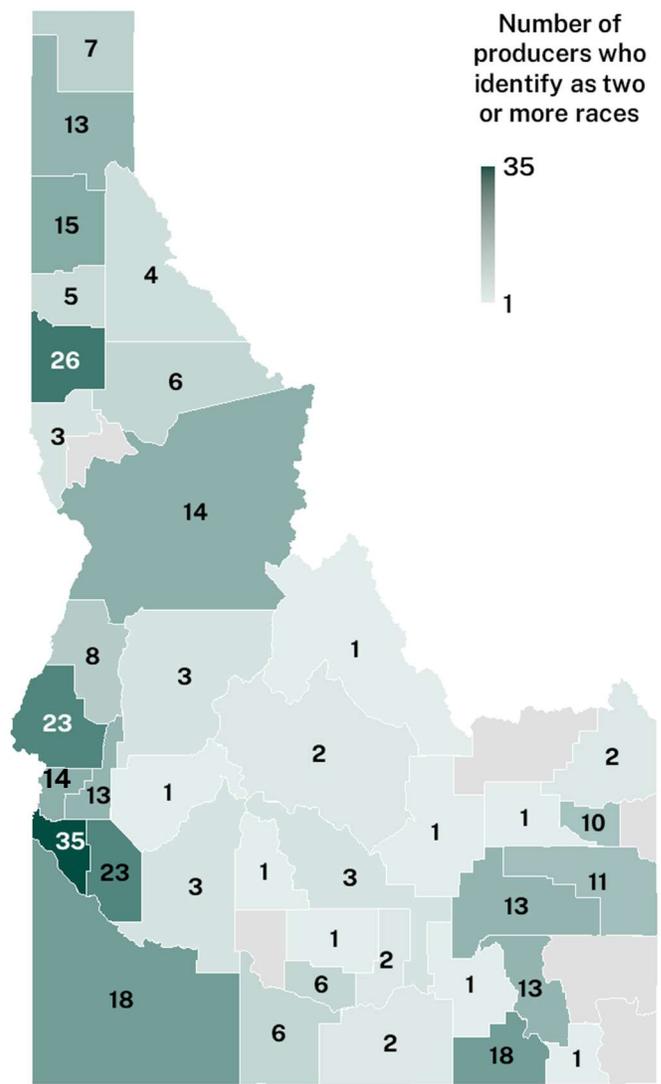


FIGURE 10 | Number of producers who identify as two or more races in Idaho by county, 2022



New and beginning producers

USDA defines a new or beginning farmer or rancher as anyone who has operated a farm or ranch for 10 years or less. They may be associated with farms that have producers who are not new or beginning farmers. There were 14,798 new and beginning producers in Idaho operating a total of 2.7 million acres in 2022 (Table 10 and Figure 11). The East region had the highest number of new and beginning producers, followed by the Southwest, North, and South Central regions.

Below are the counties sorted by substate region with the highest number of new and beginning producers, listed in descending order:

- East region: Bannock, Bingham, Bonneville, and Franklin counties
- North region: Kootenai, Latah, Bonner, and Idaho counties
- South Central region: Twin Falls, Gooding, Cassia, and Jerome counties
- Southwest region: Canyon, Ada, Gem, and Payette counties

FIGURE 11 | Number of new and beginning producers (less than 11 years of experience) in Idaho by county, 2022

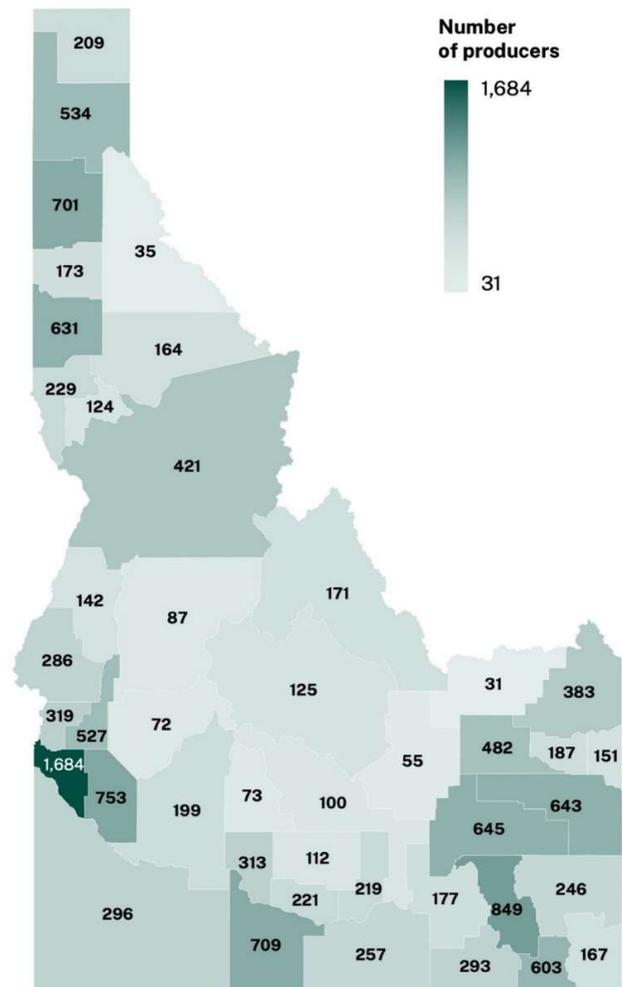


TABLE 10 | Number of producers, percent of producers, count of operations, and acres operated by new and beginning producers in Idaho by substate region and county, 2022

	County	New and beginning producers	Percent new and beginning	Number of operations	Acres operated
	Idaho State	14,798	34%	8,702	2,736,291
East	East total	5,208	34%	3,018	1,167,338
	Bannock	849	42%	488	194,945
	Bear Lake	167	25%	99	26,225
	Bingham	645	31%	384	123,281
	Bonneville	643	38%	360	91,217
	Butte	55	21%	37	13,126
	Caribou	246	31%	146	89,771
	Clark	31	24%	21	21,088
	Custer	125	28%	67	41,260
	Franklin	603	41%	331	111,112
	Fremont	383	35%	219	73,406
	Jefferson	482	36%	284	43,330
	Lemhi	171	30%	104	38,150
	Madison	187	28%	112	48,054
	Oneida	293	34%	168	113,359
	Power	177	31%	103	111,009
	Teton	151	30%	95	28,005
North	North total	3,221	35%	1,876	538,333
	Benewah	173	44%	110	28,148
	Bonner	534	34%	305	35,330
	Boundary	209	34%	121	24,564
	Clearwater	164	33%	89	19,472
	Idaho	421	32%	254	139,752
	Kootenai	701	40%	394	23,900
	Latah	631	34%	361	112,107
	Lewis	124	32%	73	78,570
	Nez Perce	229	29%	147	75,919
	Shoshone	35	43%	22	571
South Central	South Central total	2,004	29%	1,226	606,226
	Blaine	100	26%	68	77,625
	Camas	73	35%	49	76,120
	Cassia	257	24%	151	116,514
	Gooding	313	33%	197	51,699
	Jerome	221	27%	149	34,562
	Lincoln	112	28%	72	23,808
	Minidoka	219	27%	127	121,374
	Twin Falls	709	32%	413	104,524
Southwest	Southwest total	4,365	37%	2,582	424,394
	Ada	753	36%	447	29,134
	Adams	142	34%	84	36,598
	Boise	72	35%	45	3,991
	Canyon	1,684	40%	973	51,836
	Elmore	199	35%	115	31,873
	Gem	527	40%	308	27,526
	Owyhee	296	33%	172	82,852
	Payette	319	32%	207	53,291
	Valley	87	33%	56	15,697
	Washington	286	32%	175	91,596

Young producers

USDA NASS defines a “young producer” as a producer under 35 years old. In Idaho, 9% of the 43,333 producers were young producers in 2022 (Table 11 and Figure 12). The East region had the highest number of young producers, followed by the Southwest, South Central, and North regions.

Below are the counties sorted by substate region with the highest number of new and beginning producers, listed in descending order:

- East region: Bannock, Bingham, Jefferson, and Franklin counties
- North region: Idaho, Bonner, Latah, and Kootenai counties
- South Central region: Twin Falls, Gooding, Cassia, and Jerome counties
- Southwest region: Canyon, Owyhee, Ada, and Payette counties

FIGURE 12 | Number of young producers (under the age of 35) in Idaho by county, 2022

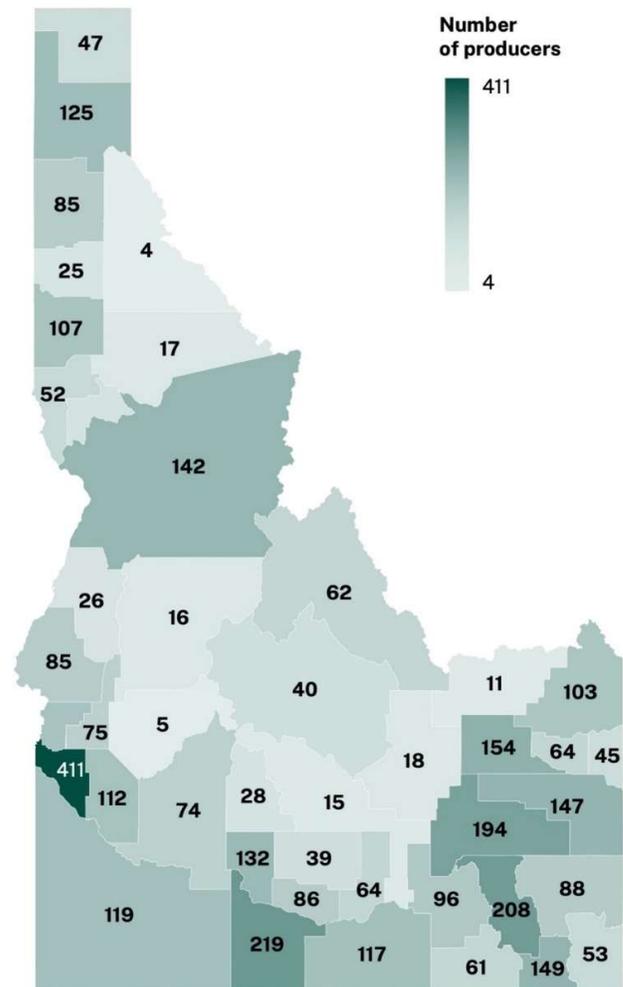


TABLE 11 | Number of producers, percent of producers, count of operations, and acres operated by producers under 35 years old, by region and county in Idaho, 2022

	County	Young producers	Percent young producers	Number of operations	Acres operated
	Idaho State	3,859	9%	2,826	1,468,931
East	East total	1,493	10%	1,099	568,248
	Bannock	208	10%	141	9,756
	Bear Lake	53	8%	49	12,904
	Bingham	194	9%	144	119,478
	Bonneville	147	9%	111	30,863
	Butte	18	7%	11	3,575
	Caribou	88	11%	66	49,763
	Clark	11	9%	6	4,234
	Custer	40	9%	30	10,982
	Franklin	149	10%	98	42,046
	Fremont	103	9%	85	41,510
	Jefferson	154	11%	119	46,999
	Lemhi	62	11%	50	14,975
	Madison	64	9%	53	37,759
	Oneida	61	7%	41	41,200
	Power	96	17%	63	89,150
	Teton	45	9%	32	13,054
North	North total	634	7%	476	228,670
	Benewah	25	6%	20	8,494
	Bonner	125	8%	90	20,806
	Boundary	47	8%	34	12,505
	Clearwater	17	3%	17	9,989
	Idaho	142	11%	107	99,620
	Kootenai	85	5%	71	3,764
	Latah	107	6%	75	27,054
	Lewis	30	8%	17	31,467
	Nez Perce	52	7%	41	14,955
	Shoshone	4	5%	4	16
South Central	South Central total	700	10%	507	404,581
	Blaine	15	4%	15	31,573
	Camas	28	13%	22	44,088
	Cassia	117	11%	98	101,962
	Gooding	132	14%	84	24,433
	Jerome	86	10%	56	24,814
	Lincoln	39	10%	32	14,093
	Minidoka	64	8%	50	134,303
	Twin Falls	219	10%	150	29,315
Southwest	Southwest total	1,032	9%	744	267,432
	Ada	112	5%	83	4,568
	Adams	26	6%	24	24,675
	Boise	5	2%	5	375
	Canyon	411	10%	293	56,434
	Elmore	74	13%	57	20,943
	Gem	75	6%	62	16,141
	Owyhee	119	13%	73	59,004
	Payette	109	11%	78	21,535
	Valley	16	6%	11	10,014
	Washington	85	10%	58	53,743

Farm and food businesses survey respondent characteristics

Figure 13 shows the distribution of the 60 farm and food business survey respondents who provided their zip code. Figure 14 displays the types of businesses farm and food business survey respondents operate. Respondents could select all categories that apply to them. The most common response was farm and ranch (81%), and 58% have a processed or value-added food business.

Respondents with a farm or ranch were asked what they produce (Figure 15). Of the 61 respondents with farms or ranches, most grow fruits, vegetables, or herbs (59%), followed by livestock (34%), and field crops (26%). A substantial number produce “other,” reflecting the diversity of operations. None of the Idaho respondents have a mushroom operation.

FIGURE 13 | Distribution of farm and food business survey respondents in Idaho by zip code (n=60)

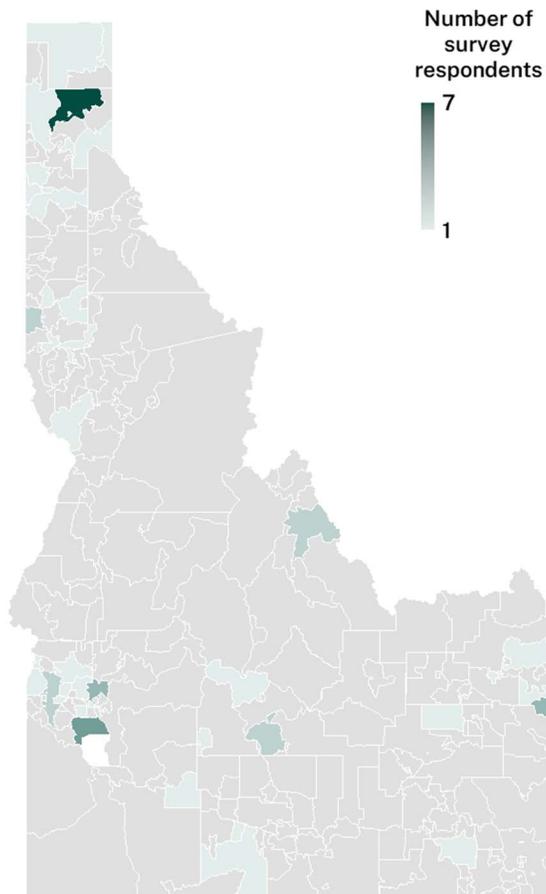
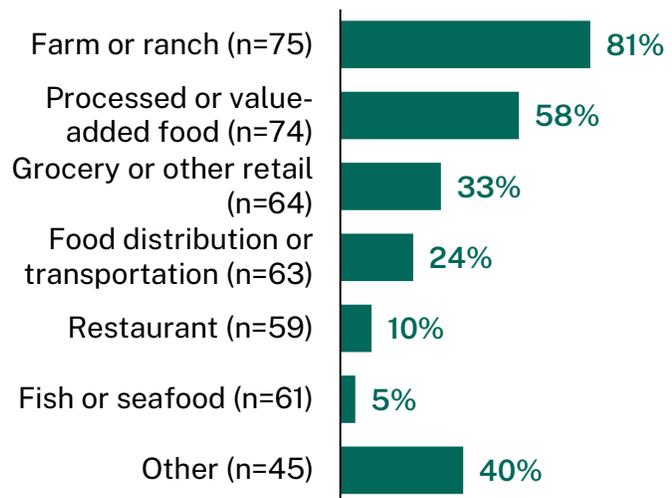


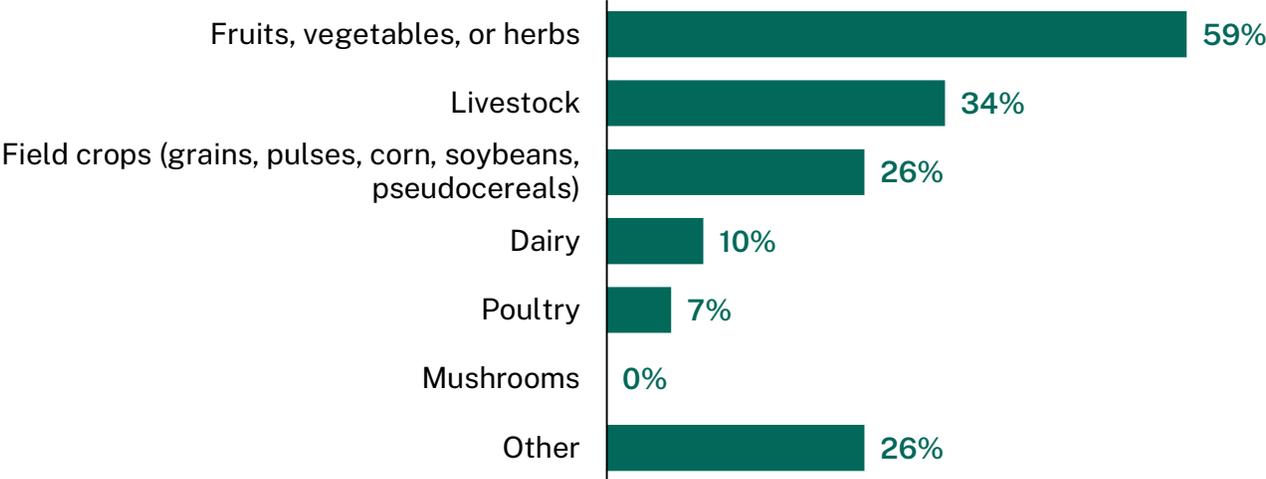
FIGURE 14 | Type of business(es) operated by farm and food business survey respondents.

Respondents could select all responses that apply to their operation.



Other responses: Cheese, cleaning services for spices, cottage bakery, direct to consumer market, director to consumer butcher lambs, farm stand (2), farmers market manager, fee for service slaughter and processing for small producers, retail, food business, honey, chocolate, manufacturing, neighbor-to-neighbor sales, post-harvest grain processing, processor, roasted coffee, sprouts.

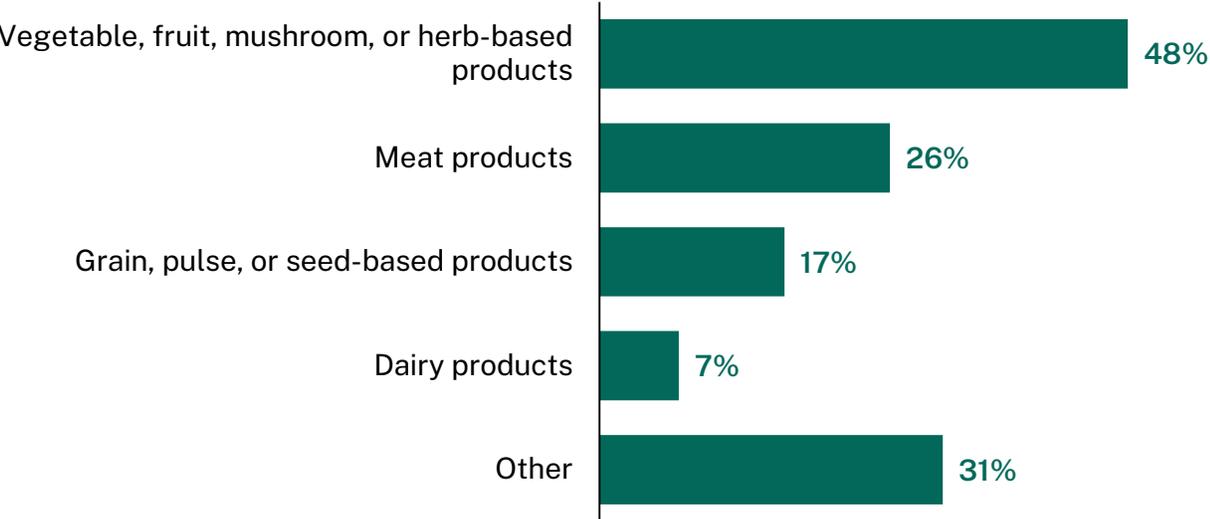
FIGURE 15 | What Idaho farm and food business survey respondents produce on their farm or ranch (n=61)



Other responses: Eggs, flowers, garden starts and plants, hay, honey (2), seed potatoes, sprouts, trout, sturgeon, and caviar, wine (2).

Respondents who indicated they have a processed or value-added food business were asked what they produce (Figure 16). The responses were similar to those with farms or ranches, with 48% producing value-added goods from fruit, vegetables, mushrooms, or herb-based ingredients, 26% producing meat products, and 17% producing food products from field crops like grain, pulses, or seeds. Respondents were given the opportunity to specify what kinds of value-added products their business primarily produces (Table 12).

FIGURE 16 | Type of processed or value-added foods made by farm and food business survey respondents (n=42)



Other responses: cocktail bitters and syrups, coffee, confections, eggs, garlic braids, tinctures, hard apple cider and meads, honey, livestock feed, pet treats, restaurant and brewery products, olive oil and vinegar, sprouts, other cottage goods.

Respondents who do not currently produce a processed or value-added product were asked how interested, if at all, they are in making one to sell: 46% are “very interested” and 32% “somewhat interested” (Figure 17).

FIGURE 17 | Farm and food business survey respondents’ level of interest in making processed or value-added products to sell, if they are not already (n=28)

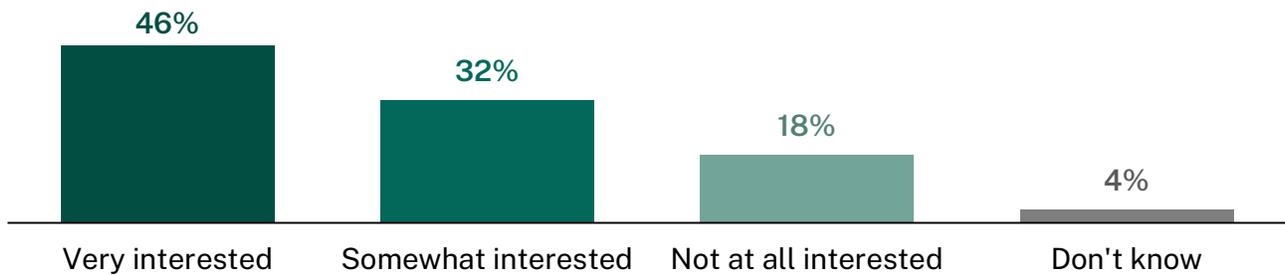


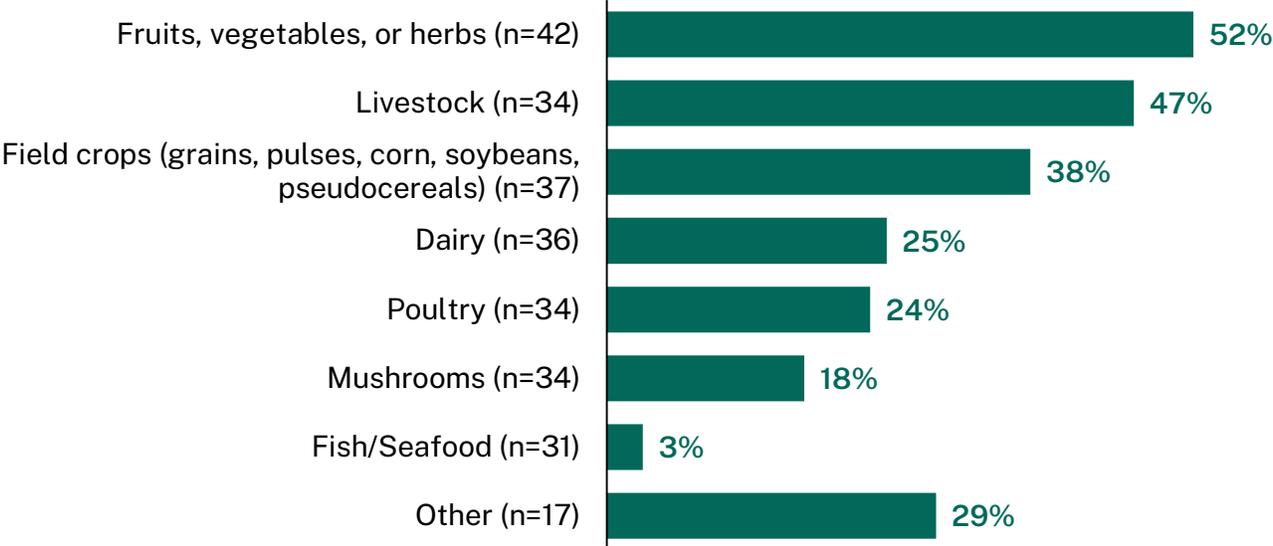
TABLE 12 | Primary processed or value-added food products made by farm and food survey respondents (unedited responses) (n=35)

Product
All kinds
Apple Cider
As listed above we sell honey butter, nut mixes, etc.
Beef
Beef and lamb
Beer Brewery and Full Lunch and Dinner Restaurant.
Cocktail bitters
Coffee, cocoa mix, chocolate bars
Decorated garlic braids, dried herbs, dried garlic, salad mix, soup mix, jams, tincture,
Dried culinary and medicinal herbs, dried peppers, smoked and dried peppers
Eggs
Flour with one of our specialty grains and frozen meat for individual sale.
Flours, rolled oats, and whole grain berries for the homeowner to process themselves
Freeze dried egg and organ pet treats, dehydrated chicken feet treats
Freezer Beef USDA
Fresh-cut fruits and vegetables
Grass-fed Highland Beef
Handcrafted caramels, truffles and chocolates

Product
Hard Cider, Mead, Hummus, Pesto, Carrot Habanero Hot Sauce, Walnut Butter, Energy Bars
Honey
I resource EVOO, vinegars and working to package olives in brine. Currently sell the olives in addition to the EVOO and vinegars but transitioning to bottling myself w/my label.
Jams, dried herbs, dried garlic, dry beans, salad mix, herb vinegar, herb seasonings
Local fruit preserves, Dried herbs, Tea blends, Herbal tinctures
Organic Market Garden
Raw cream top milk
Retail pork & beef
Salad and other greens mixes
Triple washed salad greens and microgreens
Washed salad mixes
We grow 4 varieties of sprouts, harvest, wash, package, market and distribute to local grocers and delis.
Whole & 1/2 live butcher lambs directly to the consumer
Whole turkey and fresh meats
Wine

A follow-up question asked which types of products they would be interested in processing. The top three products respondents are interested in starting to process are fruits, vegetables, or herbs (52%), livestock products (47%), and field crops such as grain (38%) (Figure 18). While none of the respondents in Idaho reported growing mushrooms, 18% of those that responded to this question expressed interest in starting a value-added mushroom business (n=34).

FIGURE 18 | Percent of farm and food business survey respondents interested in starting a business that grows or makes value-added products from specific ingredients



Other responses: Eggs, hay, seeds, olive oil.

Farm and food business survey respondents represented a range of business experience: 48% have been operating their farm or food business for more than 10 years, while 53% have operated their businesses for under 10 years (Figure 19). The majority (62%) of respondents employ four or fewer people (Figure 20). Those with farms or ranches were asked how many acres they farm: 30% operate between 1 and 5 acres (Figure 21). Thirty-four percent of respondents reported less than \$50,000 in gross revenue in 2023 (Figure 22). Of the 61 survey respondents who answered this question, 14% report grossing over one million dollars.

FIGURE 19 | Number of years farm and food business survey respondents indicate their business has been in operation (n=63)

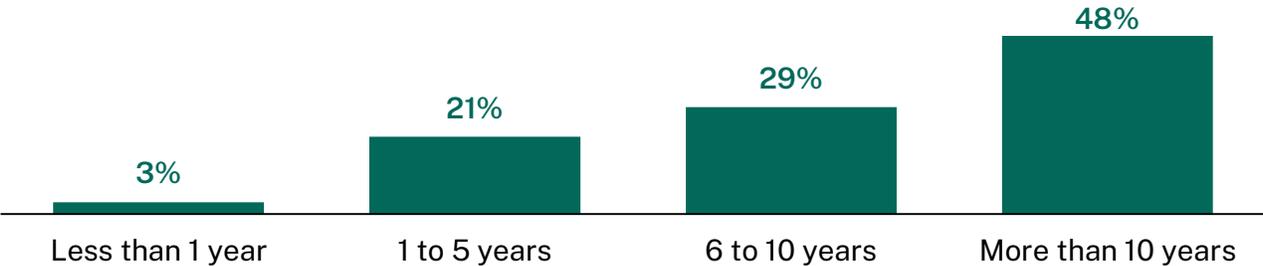


FIGURE 20 | Number of people employed by survey respondents' food and farm businesses (n=55)

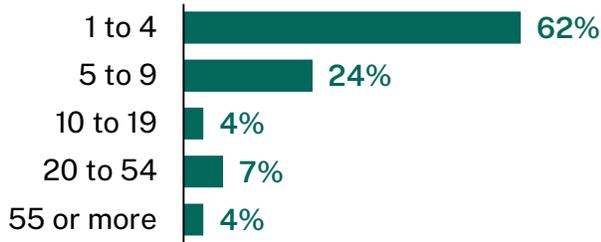


FIGURE 21 | Number of acres farmed by survey respondents (n=43)

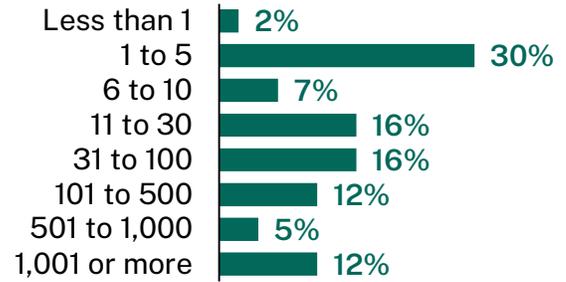
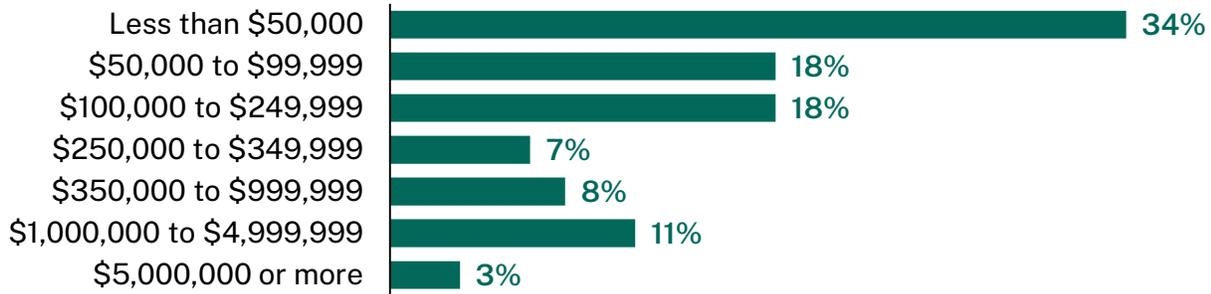
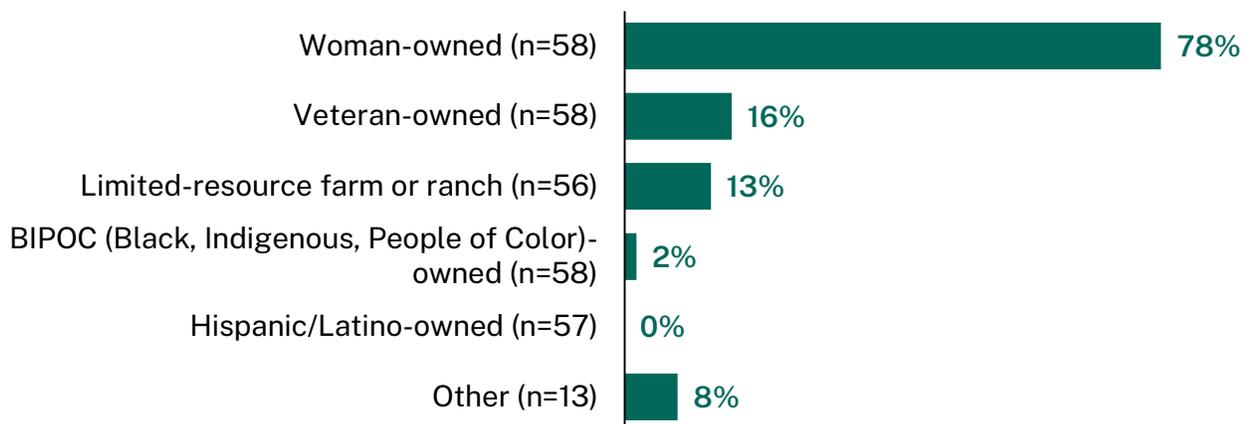


FIGURE 22 | Approximate gross revenue of farm and food survey respondent's businesses in 2023 (n=61)



Farm and food business survey respondents were asked if their business fits into select demographic categories. Of the 58 people that responded to this question, 78% said their business is owned by a woman and 16% by a veteran, and 13% consider themselves a limited-resource farm or ranch (Figure 23). Although 1,341 producers (3%) in Idaho identified as Hispanic, Latino, or Latino Origin in the 2022 US Agricultural Census data, none of our farm and food business survey respondents identified as a Hispanic/Latino-owned business. Two percent indicated they are BIPOC-owned.

FIGURE 23 | Percentage of farm and food business survey respondents whose businesses fit into select categories



Connecting and scaling food entrepreneurs

The NWRM RFBC’s “Connecting and Scaling Food Entrepreneurs” core area “aims to distribute technical assistance and capacity building through partners and existing resources to support the connection and scaling of food enterprises.”³ While the topics throughout the report are interconnected and all relevant to this core area, in this section we characterize TA provider survey respondents’ organizational characteristics, resources, and capacity along with the general types of outreach and technical assistance available and that farm and food business survey respondents need.

TA provider survey organizations’ characteristics

Figures 24 and 25 show the location of TA survey respondents by state. We include the responses from TA providers who are not based in Idaho because they offered relevant perspectives and, if they do not already serve Idaho, then the Idaho state team could potentially build partnerships with them as a strategy to increase Idaho businesses’ access to resources and networks.

FIGURE 24 | *Count of technical assistance provider survey respondents from each state in the Center’s service area (n=85). They could select all that applied.*

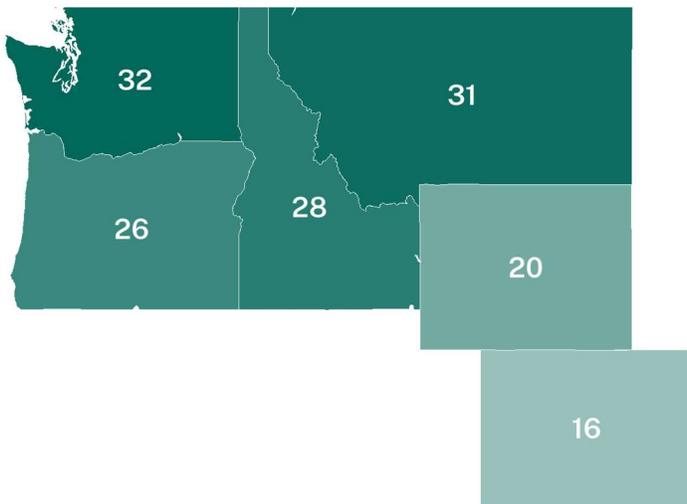
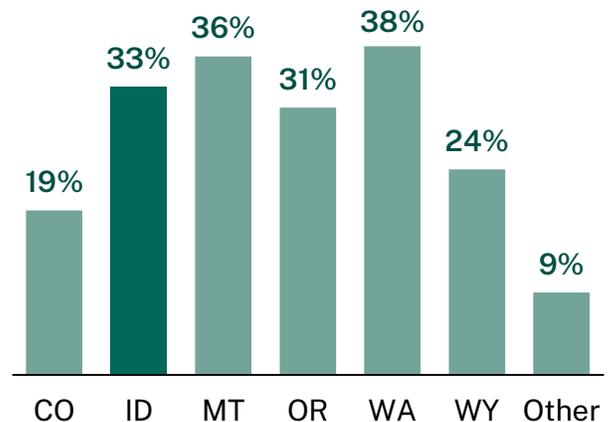


FIGURE 25 | *Percent of technical assistance provider survey respondents from each state in the Center’s service area (n=85). They could select all that applied.*



Other states served by survey respondents: Alaska (1), Arizona (3), California (1), Kansas (1), Nebraska (1), New Mexico (4), North Dakota (2), Ohio (1), Oklahoma (1), Texas (1), Nationwide (3).

³ <https://nwrockymountainregionalfoodbusiness.com/scaling-food/>

The survey asked TA providers to indicate the type of organization they work for. Table 13 shows the number of respondent organizations that serve each state by organization type, and Figure 26 shows the percentage of respondents representing each type of organization. Half of respondents represented nonprofits, and 30% represented business development centers. In Idaho, the most common response was nonprofit (16), followed by business development center (5), and university extension (5).

TABLE 13 | Type of business of technical assistance provider survey respondents. Respondents could select more than one response. (n=94)

Organization	CO	ID	MT	OR	WA	WY
Business development center	3	5	12	5	3	3
Consulting business	5	4	5	5	5	3
Economic development corporation	0	0	4	0	1	0
Financial institution or lender	0	1	1	1	3	1
Food hub	1	2	3	2	2	3
Nonprofit	11	16	13	20	19	9
Producer cooperative, network, or association	1	2	2	2	2	1
State or federal agency	0	1	1	0	2	3
University extension	1	5	1	2	4	3
University or college center	0	1	0	0	0	2
Other	3	3	4	6	5	3

Other responses: aggregation, brokerage firm, conservation district, cooperative development center, CSA food distribution, distributor, economic development district, food system network (2), Native CDFI, producer, food relief services, research and education in wheat, state economic development agency.

FIGURE 26 | Type of organizations technical assistance provider survey respondents represent. Respondents could select more than one response (n=94)



TA survey respondents were asked to provide additional information about their organization, including the number of years it had been in operation (Figure 27), the number of clients served per year (Figure 28), and its number of staff (Figure 29). Sixty-seven percent of survey respondent organizations have been in operation for over 10 years. The number of clients served varied widely. One-quarter of the organizations serve between 100 and 199 clients, and 20% serve 1,000 to 4,999 clients. Sixty-three percent of TA survey respondents' organizations employ under 10 people.

FIGURE 27 | Number of years TA survey respondent organizations have been in operation (n=70)

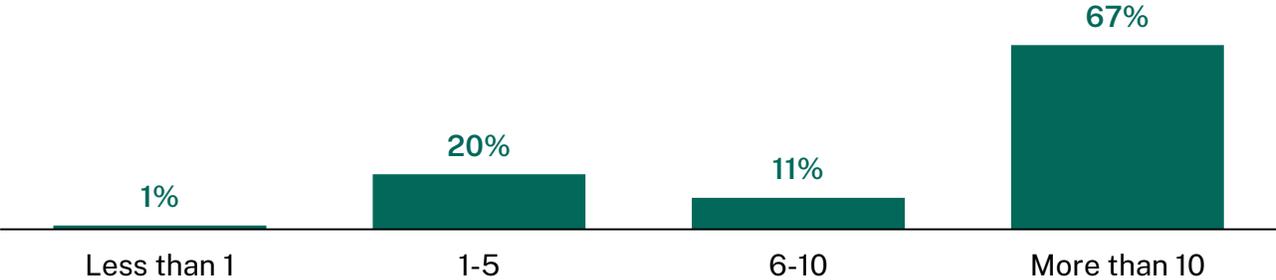


FIGURE 28 | Number of clients served per year by technical assistance survey respondent organizations (n=60)

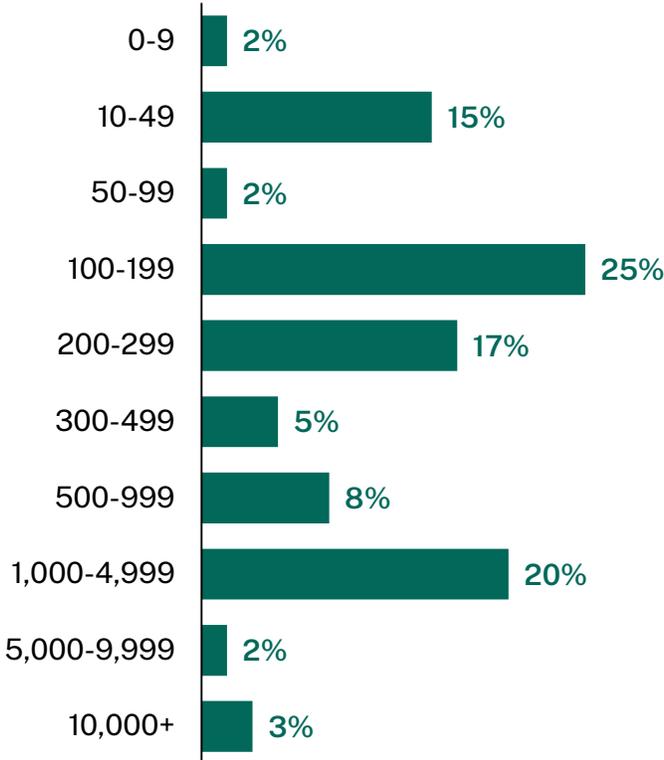
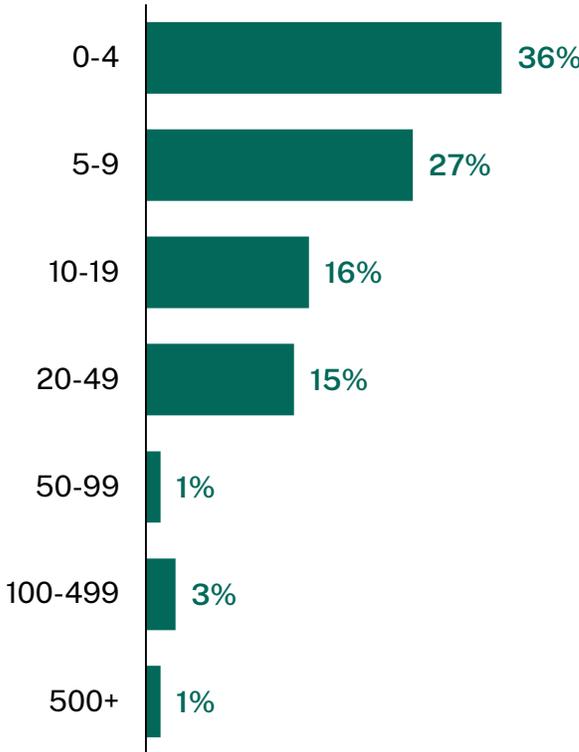


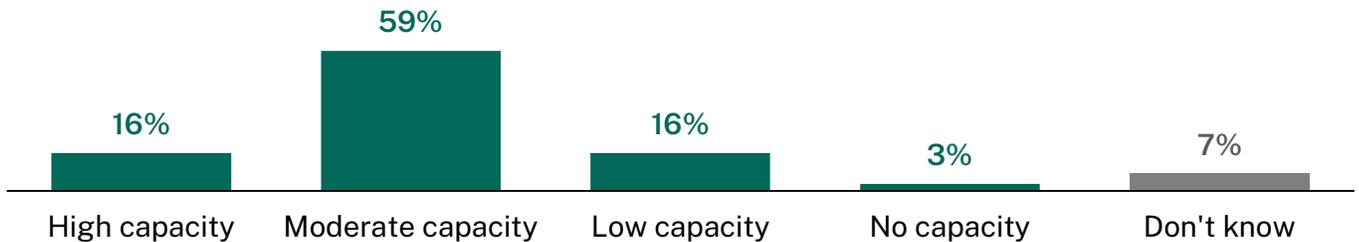
FIGURE 29 | Number of staff that work at technical assistance survey respondent organizations (n=67)



Capacity to increase the number of clients per year

Organizations were asked to characterize their current capacity to increase the number of clients they serve a year (Figure 30). Fifty-nine percent said they have moderate capacity and 16% have high capacity to increase their client base. Three percent report having no capacity.

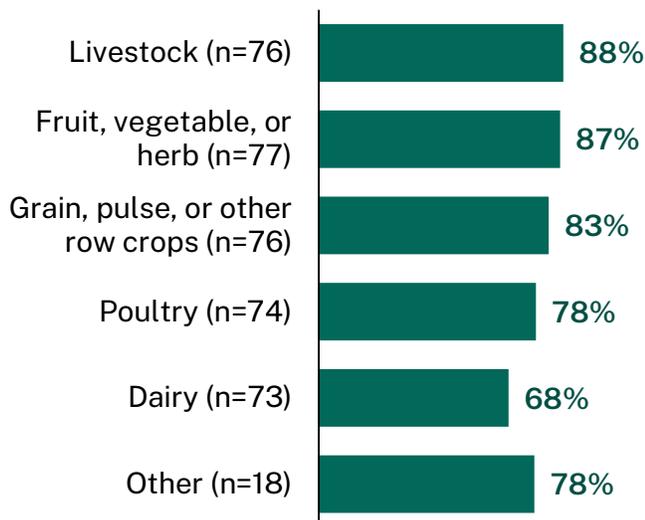
FIGURE 30 | How much capacity does your organization have to increase the number of clients it serves per year? (n=70)



Types of farm and food businesses served

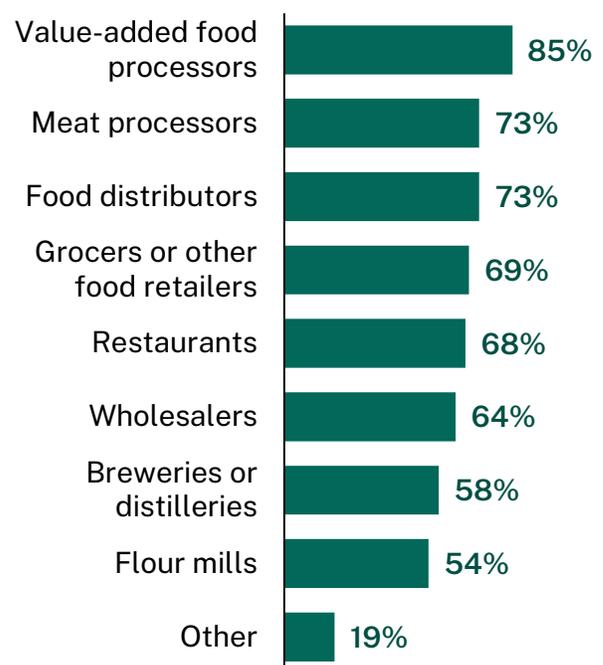
TA providers were asked about the type of farm businesses (Figure 31) and food businesses (Figure 32) they serve. TA provider respondents are serving a wide variety of farms and food businesses, with none of the categories receiving less than 54%.

FIGURE 31 | Type of farm businesses served by technical assistance provider survey respondents. Respondents could select more than one response.



Other responses: Agritourism, aquaculture, fisherfolk/seafood producers (3), flowers (3), foraged foods, honey/bees (2), hay/alfalfa, hops (2), winegrapes

FIGURE 32 | Type of food businesses served by technical assistance provider survey respondents. Respondents could select more than one response. (n=80)



Populations TA provider survey respondents are serving

A goal of the Center is to reach historically underserved farm and food businesses. Therefore, the survey asked TA providers if their organization focuses on serving select audiences. Table 14 summarizes the number of respondents who said their organization focuses on serving select populations by population type and state. Figure 33 shows the percentages for all technical assistance providers in all states, and Figure 34 shows results only for technical assistance providers serving clients in Idaho. A majority of TA respondents said their organization focuses on serving all the historically underserved populations we asked about.

TABLE 14 | Number of technical assistance provider survey respondents who said their organization focuses on serving select populations by state

	CO	ID	MT	OR	WA	WY
Beginning farmers or ranchers (n=80)	14	23	24	23	28	17
Limited-resource farmers or ranchers (n=78)	13	22	22	22	28	14
People with disabilities (n=74)	8	15	15	12	18	8
Rural populations (n=83)	15	25	30	23	29	18
Small or mid-scale farm or food businesses (n=81)	16	28	29	26	31	17
Veterans (n=79)	9	20	21	16	25	9
Women-owned businesses (n=81)	11	23	24	20	27	12

FIGURE 33 | Percent of *all* TA provider survey respondents who said their organization focuses on serving businesses led by people from select populations. Respondents could select multiple answers.

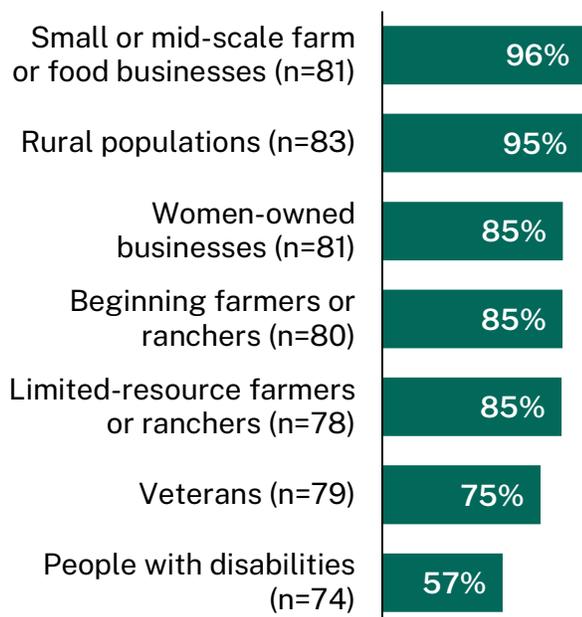
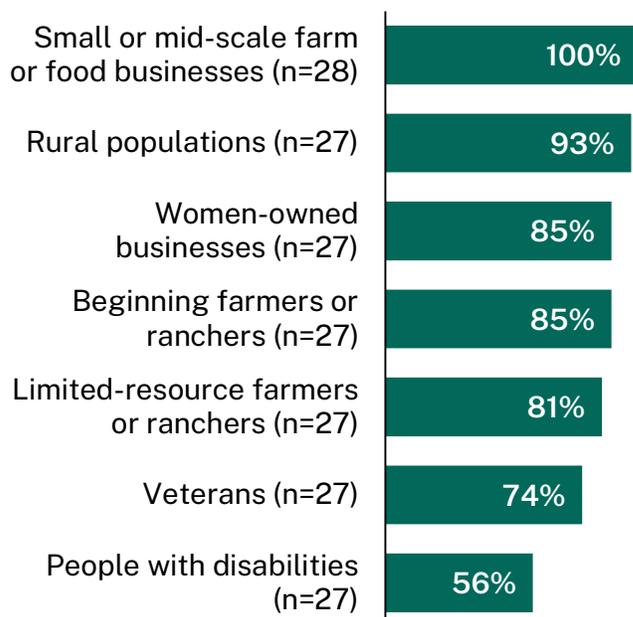


FIGURE 34 | Percent of TA provider survey respondents based *in Idaho* who said their organization focuses on serving businesses led by people from select populations. Respondents could select multiple answers.

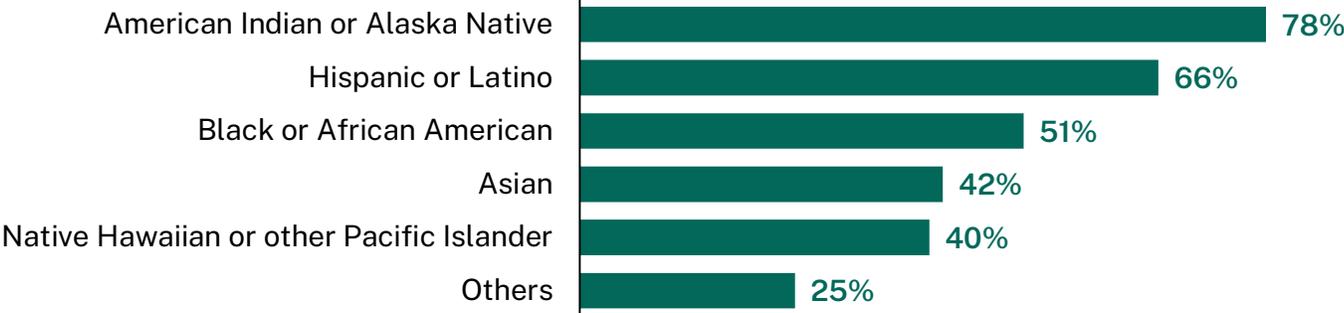


The survey also asked respondents if their organization focuses on serving businesses led by people in specific racial or ethnic minority groups. Table 15 lists the number of respondents in each state who said their organization focuses on serving specific groups, and Figure 35 displays the percentages. Seventy-eight percent of respondents said their organization focuses on serving businesses led by American Indian or Alaska Natives, followed by Hispanic/Latino (66%), and Black/African American (51%).

TABLE 15 | Number of TA provider survey respondents whose organizations focus on serving businesses led by people from specific racial or ethnic groups, by state (n=65)

Race or ethnicity	CO	ID	MT	OR	WA	WY
American Indian or Alaska Native	9	17	22	12	21	10
Asian	4	10	10	9	12	4
Black or African American	6	13	11	10	14	6
Hispanic or Latino	10	16	16	15	18	9
Native Hawaiian or other Pacific Islander	3	9	9	8	13	4
Others	5	5	5	8	7	5

FIGURE 35 | Percentage of TA provider survey respondents whose organizations focus on serving businesses led by people from specific racial or ethnic groups. Respondents could select multiple answers (n=65)



Survey respondents were also asked if their organization offers TA/resources in Spanish or another language other than English. Thirty-five percent said their organization offers assistance and resources in Spanish, and 11% said they offer support in other languages (Figure 36). The majority (58%) do not offer support in a language beyond English. Professional translation services are accessible, relatively inexpensive, and have a quick turnaround.⁴ The Center and TA partners should consider including translation costs in project budgets as standard practice. Hiring interpreters for workshops, webinars, and other events can be surprisingly affordable and it is simple to set up the synchronous interpretation feature in Zoom.

⁴ For example, Gengo (<https://gengo.com/>) currently charges \$0.06 per word. We mention Gengo just as an example we are familiar with, but there are other translation services as well.

FIGURE 36 | Thirty-five percent of technical assistance provider survey respondents' organizations offer technical assistance and/or resources in Spanish and 11% offer support in other languages beyond English and Spanish (n=80)



TA providers' recommendations for reaching underserved audiences

The technical assistance provider survey respondents were asked, "Do you have suggestions for how the Northwest and Rocky Mountain Regional Food Business Center can help ensure the historically underserved farm and food businesses in your service area have access to programs and services?" Table 16 summarizes primary themes from open-ended responses. Appendix A includes all unedited responses to this question.

A common theme is wanting programs, such as grant opportunities, to be better promoted and communicated to technical assistance providers so they can communicate the opportunities to their clients. It was also important to technical assistance providers that the Center have a "boots on the ground" approach in communities to increase their visibility and trust. Many commented that partners and resources are available for the Center to support and leverage and that farm and food businesses need navigation support to access the resources that pertain to them.

TABLE 16 | Primary themes from TA survey respondents on how the Center can help ensure programs are accessible to underserved businesses (n=62)

Theme	Summary	Example quote(s)
Awareness of programs	<i>Help promote and build awareness of available programs</i>	"Better program visibility."
		"Please share any opportunities with us that are relevant for us to share out in our network."
		"Outreach and work with partners to promote services."
		"Need more information on services and capacity."
Collaboration and partnerships	<i>Work with established organizations doing the work in communities</i>	"Develop trust and relationships with the organizations that are specific to priority demographic groups."
		"Engage with the local organization that is providing assistance to these farms and food businesses."
		"Partner with the people in the community already doing the work who live and are already connected to those underserved businesses." "Yes, partner with us and local place-based organizations doing the work and help with resources and added capacity."

Theme	Summary	Example quotes
Direct resources to organizations	<i>Provide funding to trusted TA providers</i>	<p>"Fund community organizations led by historically underserved farm and food businesses to provide technical assistance to their communities. Provide TA first to those communities to assist in preparing strong applications for funding opportunities."</p> <p>"Spend a lot of time figuring out who are trusted, local partners. Do not listen to organizations themselves that say they are. Vet organizations to find out who is actually trusted and who has deep local relationships. Drive resources (\$\$!) to the organizations who are ALREADY doing this good work and help them do it even more. Pay local people to reach out and find new businesses to connect them to what you are doing."</p> <p>"I don't know that we need to increase these services, and there are so many out there. Rather, what I think is more important is that these service providers be funded for their work in a consistent and reliable way and that we develop better navigation around these services for businesses looking for support."</p>
On-the-ground work	<i>In-person work embedded in communities</i>	<p>"Traveling to where people are. Adaptability to different communications based on where folks are and what they need, e.g. Not everyone checks email. Being prepared to hear what on the ground needs are. Stipends or travel funds to participate."</p> <p>"Visit and meet them. Build trust. In person goes a long way with farmers and ranchers in general."</p> <p>"On the ground contacts, as locally focused as possible."</p>

Key informant interviewees affiliated with Tribes had suggestions for how the Center can best support Native farm and food businesses, including building and strengthening partnerships with Tribes, Tribal entities, and organizations by and for Native people and supporting Tribes' efforts to protect culturally important first foods and traditional knowledge:

"I think organizations and institutions tend to shy away from tribal stuff sometimes because they're worried about overstepping. But in my mind, I think it's important for them to show up and build those relationships and be partners and...**make relationships that might need mending**. So, I don't want to tell them to stay out of anything. If anything, no, be more a part of it and provide more resources because it's needed." -Key informant interviewee

"One of the things that is very much protected and that I think speaking on behalf of the Tribe that we would not like to see out there is information and knowledge...about some of our traditional foods and medicines. And I know that a lot of people will get that, a lot of like, 'well, what is this step?' And we'll tell them what the native name is. 'Well, where do you get it? How do you use it? What is it for?' So that's information that is not to be shared because it has been taken advantage of in the past. And so, I think that having them not ask for or share that knowledge would probably be **what the Tribe...our elders and leaders would want, is not to have our indigenous information shared with everybody** that's very internal." -Key informant interviewee

For more information about meeting the needs of Native farm and food businesses, Tahoma Peak Solutions completed their "Native Grown and Gathered" report summarizing results of a survey they conducted in 2024, which is available here:

https://issuu.com/tahomapeaksolutions/docs/ngg_report_2024_final.

Challenges reaching underserved audiences

Technical assistance provider interviewees were asked, "Are there certain populations you have had difficulty reaching? Why are they difficult to reach and what would help connect you to them?" Table 17 summarizes the primary challenges mentioned in their responses by theme. Common barriers to reaching clients include lack of organizational capacity, geographic challenges, language barriers, lack of internet access, and lack of trust in technical assistance providers.

TABLE 17 | *Technical assistance provider interviewee perspectives on barriers to successful outreach*

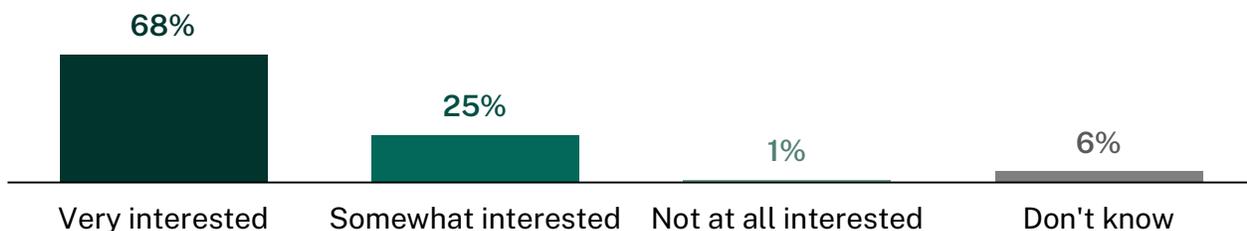
Theme	Example quotes
Capacity	"We need more people...And even the money is out there if the people are there to write the grants and manage them and implement them. It's just more people involved in agricultural sort of business support. And especially in that minority or underserved population area, we've all sort of had a reckoning where we need to do better. We're always realizing we're not doing enough and yet people's plates are full. So, it's like you have to drop things and reprioritize. So just adding more resources is kind of the way to do that. But it just takes time and we're all kind of limited, I guess."
Geography and rural communities	"I think if we were to talk to the network, each of them would say there's still a gap of outreach, but sometimes that gap isn't necessarily from who the people are. It's about <i>where</i> they are. Just our state is so rural and remote by nature, sometimes it just doesn't get translated a hundred miles north of where they're located. I mean, it's normal for [us] to drive an hour or one way to visit with a client."
Internet and technology access	"Technology is a consistent barrier that we can name and point to, whether it's reliable internet access or computer literacy or computer objection. There's definitely a preference for the stakeholders that we're engaging for the printed materials and for the in-person engagement opportunities."

Theme	Example quotes
Language	<p>"I think the Spanish services are what's needed in our community from a small business perspective. And so, it's kind of across the board, bookkeeping from accounting to legal services to web development, hosting, you name it."</p> <p>"I think if we had a more robust Spanish language component in our program center that we would get more clients who are Spanish speaking, we get a few. But I think, generally speaking, those clients are finding their assistance through other channels, whether it's through Ventures or Centro de La Raza. And that's fine because everybody needs clients and clients need help from everybody. But it would be nice if we were able to offer that support as well instead of having to refer people out because people don't like getting passed around when they find someplace that they want to get help. It's nice to be able to give them that help."</p>
Trust	<p>"There are constraints reaching Black producers in the west. I did do an outreach to a Black farmers index to offer our resources and got shut out actually, which was surprising to me...But that particular group, and I think this speaks to other bigger issues that have nothing to do with meat production...or with nonprofits. I think it's really a cultural hindrance where there is a lack of trust. And I think a lot of non-white organizations have this fear of the savior complex and being tokenized or being used for data reporting."</p> <p>"I feel like when it comes to Indian country, it's a gap in trust and relationships. I think there's just been enough burning of bridges and relationships that it makes people really apprehensive and sometimes they just want to be left alone and there's people pushing and, 'oh, you want this? Well, you have to jump through these 10 hoops before we can.' It is just too much, too complicated, and it's hurt relationships."</p>

TA provider perspectives on partnering with the Center

The survey asked technical assistance providers how interested they are in partnering with the NWRM RFBC. Nearly all TA provider respondents said they are interested in partnering with the Center: only 1% were not at all interested (Figure 37).

FIGURE 37 | TA survey respondents' level of interest in partnering with the NWRM RFBC (n=68)



Technical assistance provider survey respondents were then asked the open-ended question, "What would your organization most hope to gain from partnership with the Northwest and Rocky Mountain Regional Food Business Center?" Table 18 lists examples of respondent's answers organized by theme; all responses are included in Appendix A.

TABLE 18 | Primary themes for what TA survey respondents hope to gain from partnering with the Center (n=61)

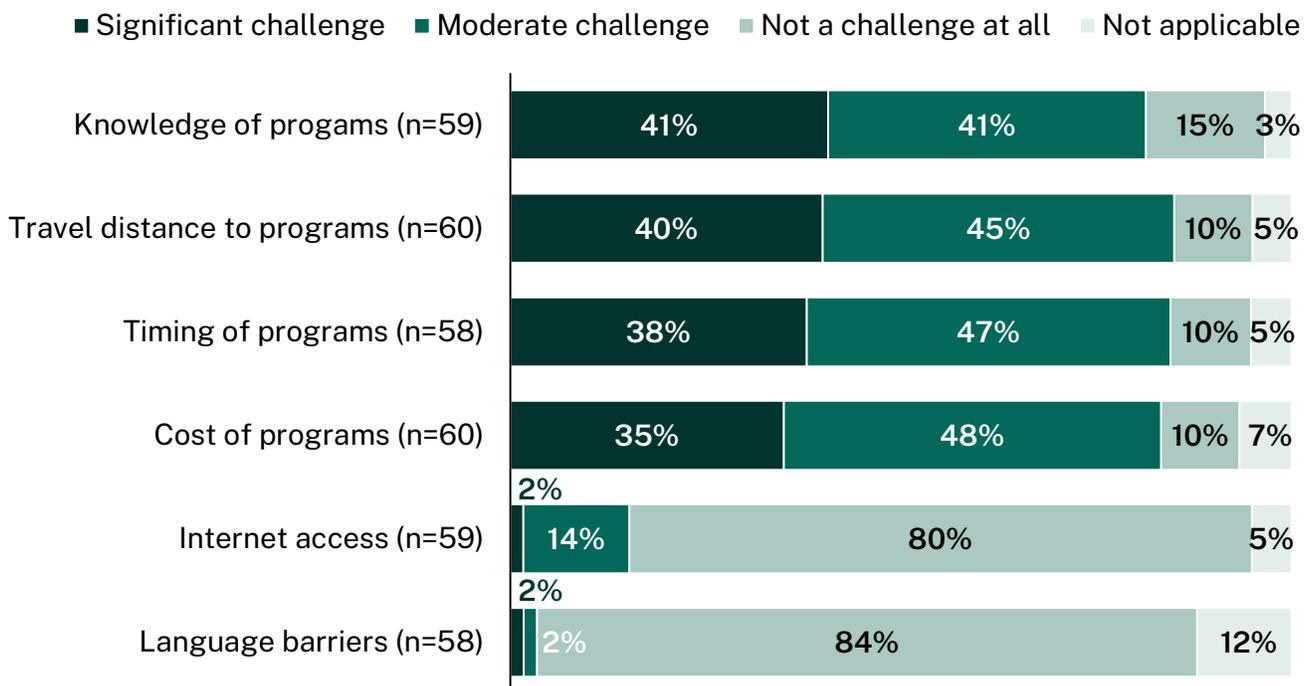
Theme	Example quotes
Business support	<p>"We have production and value-chain technical assistance dialed in for our producers, but we lack business and financial planning services for farmers in the area."</p> <p>"...we'd like to gain visibility for what WY has to offer for food businesses. Technical assistance would be great too- business development and planning, pricing, really anything that can help scale some of our home producers."</p> <p>"Establishment of needed Ag business support."</p>
Capacity building	<p>"Building larger capacity to support our mission in the region."</p> <p>"Developing internal capacity or strengthening external connections with support organizations for all of the topics within this survey."</p> <p>"Provide capacity building support for partners and communities."</p>
Collaboration	<p>"Collaborating to accomplish the goals and objectives of building a secure, sustainable, healthy, and equitable regional food system."</p> <p>"Collaboration among meat/poultry processors and other food businesses in the region."</p> <p>"Collaboration and partnership. We are very interested, at the same time, realize we all have a heavy workload, and it may take time."</p>
Funding	<p>"Enhanced Resources: Access to financial and technical resources to support and grow our programs and services."</p> <p>"Financial backing and industry connections."</p> <p>"Additional resources for our livestock producers especially in finance."</p>
Networking	<p>"Networking support, assistance in communicating our work and desire to collaborate with food businesses, collaboration on development of processing infrastructure opening opportunities with buyers who need the mid-step."</p> <p>"Resources and networking opportunities."</p>

Theme	Example quotes
Underserved audiences	"Helping our ag women business owners in even more / better ways." "Open to any opportunities available that could help support veterans in agriculture."
Need to know more	"At this point I am not really sure what you do, so let's start there. We are always collaborating with local and regional partners - we all need to work together to improve the food system and support small farms." "I would need to learn more about the goals of the center and what resources they have available."

Farm and food business survey respondents' challenges accessing TA

The farm and food business survey asked participants to indicate the extent to which, if at all, select factors challenge their ability to access TA for their business (Figure 38). Eighty-two percent of respondents said that their knowledge of programs is a significant (41%) or moderate (41%) challenge. Other significant and moderate challenges include the travel distance, timing, and cost of programs. Internet access and language barriers were not a challenge at all for 80% and 84% of respondents, respectively. However, as this survey was distributed online, there is a selection bias for respondents with internet access, and only one Idaho-based respondent opted to take the survey in Spanish.

FIGURE 38 | Extent select factors challenge farm and food business survey respondents' access to technical assistance



Outreach formats

Types of outreach farm and food businesses are interested in

The farm and food business survey asked respondents how interested they are, if at all, in select types of outreach. There is an audience for all the types of resources we asked about (Figure 39). However, the largest proportions expressed the highest interest in online workshops, classes, or webinars (35% very interested), followed by one-on-one advising (30% very interested) and networking opportunities with other farm and food businesses (29% very interested). Social media and podcasts stand out as the two types of outreach the largest proportion of respondents (48% and 32%, respectively) said they are not at all interested in.

Types of outreach farm and food businesses provide

We also asked food and farm business survey respondents if they offer various educational opportunities and resources (Figure 40). Among others, 54% offer tours, 27% offer internships or apprenticeships, and 25% offer mentorship opportunities.

FIGURE 40 | Resources and opportunities offered by farm and food businesses survey respondents

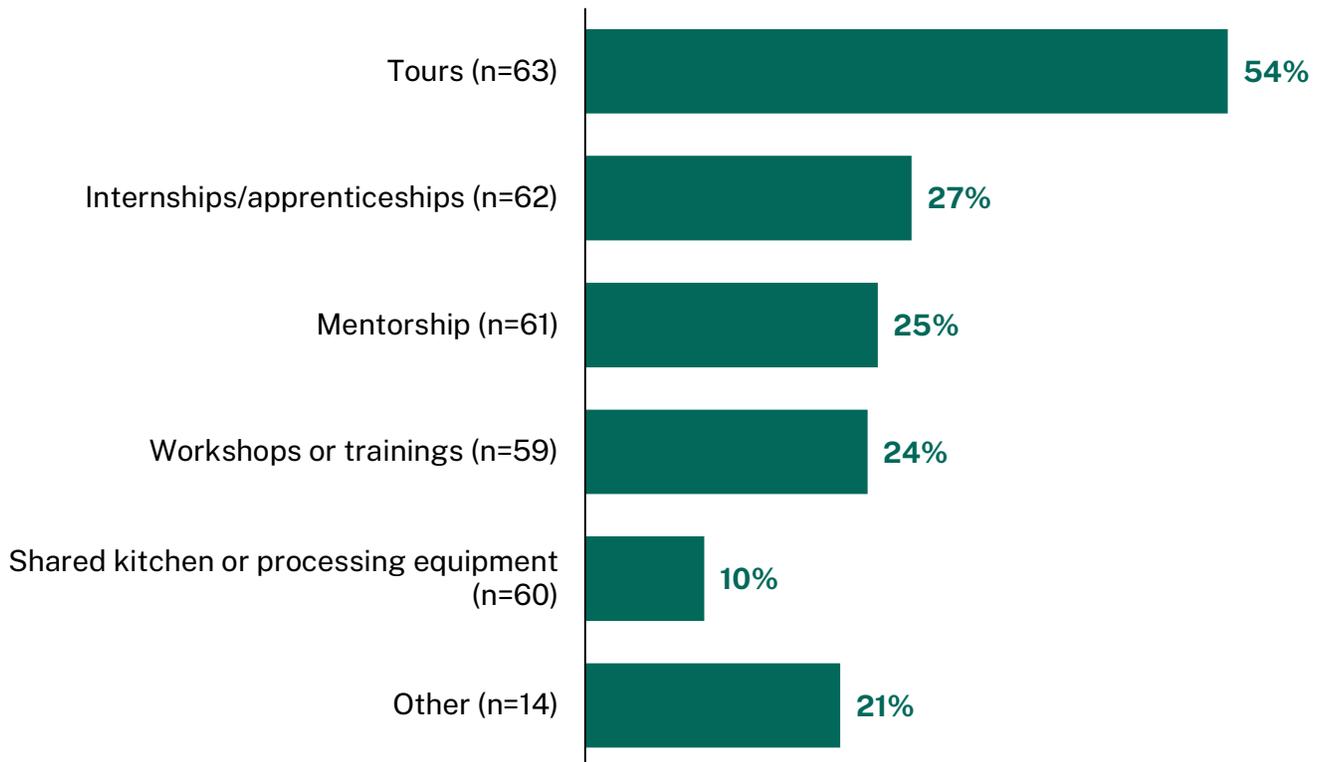
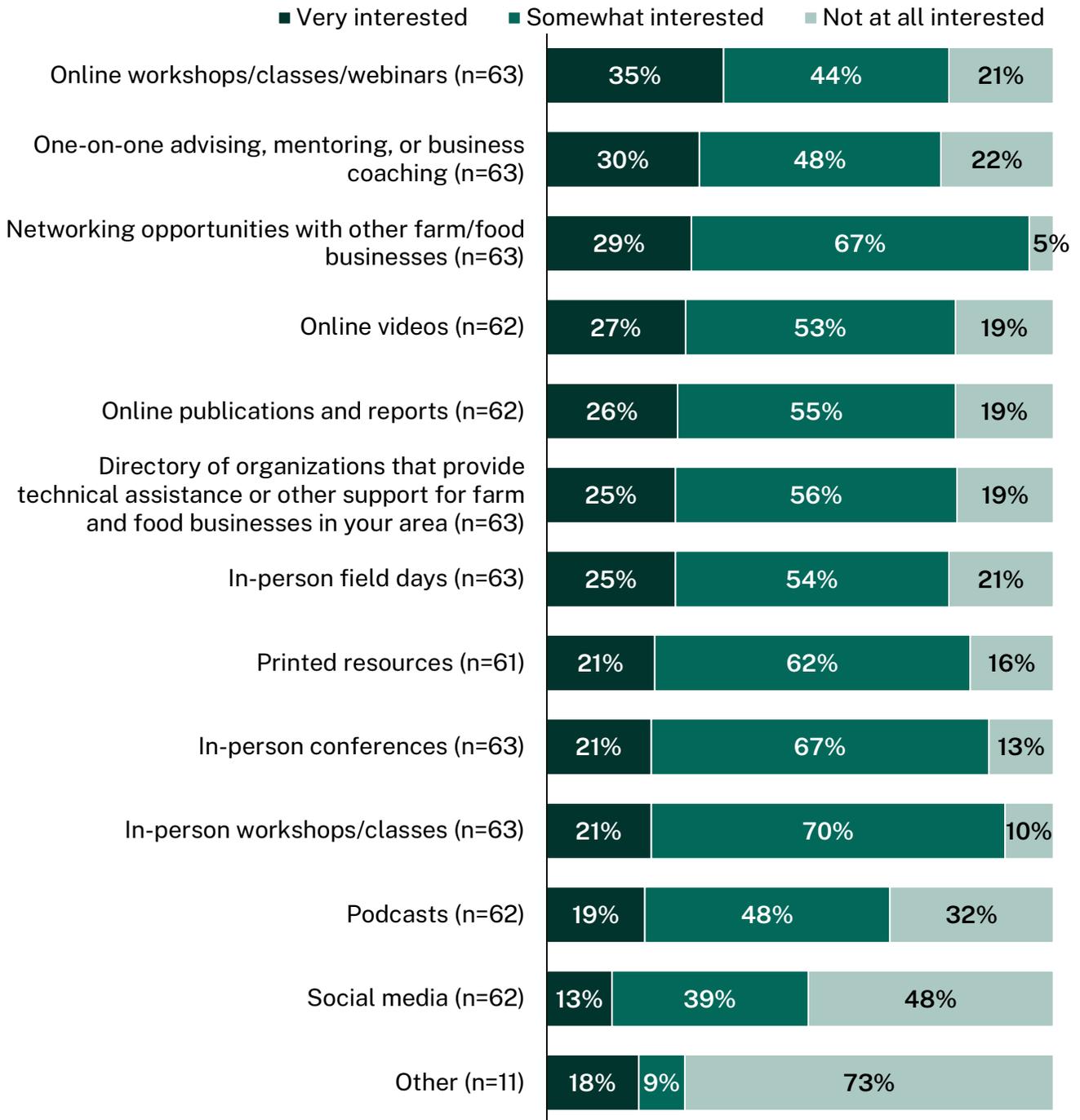


FIGURE 39 | Farm and food business survey respondents' level of interest in different formats of resources and programming



Other responses:

- “Always room for improvement. Just determining which avenue is the best and balancing time as I am the only employee and this is my sole means of income.”
- “Only interested in these things if they are in my region.”
- “There is little I am interested from an organization that has made no effort to be known in our region. Little trust.”

Types of outreach TA provider survey respondents provide

Figure 41 summarizes the types of support TA provider survey respondents' organizations provide. Most provide a variety of resources from in-person workshops or trainings to online resources and one-on-one advising.

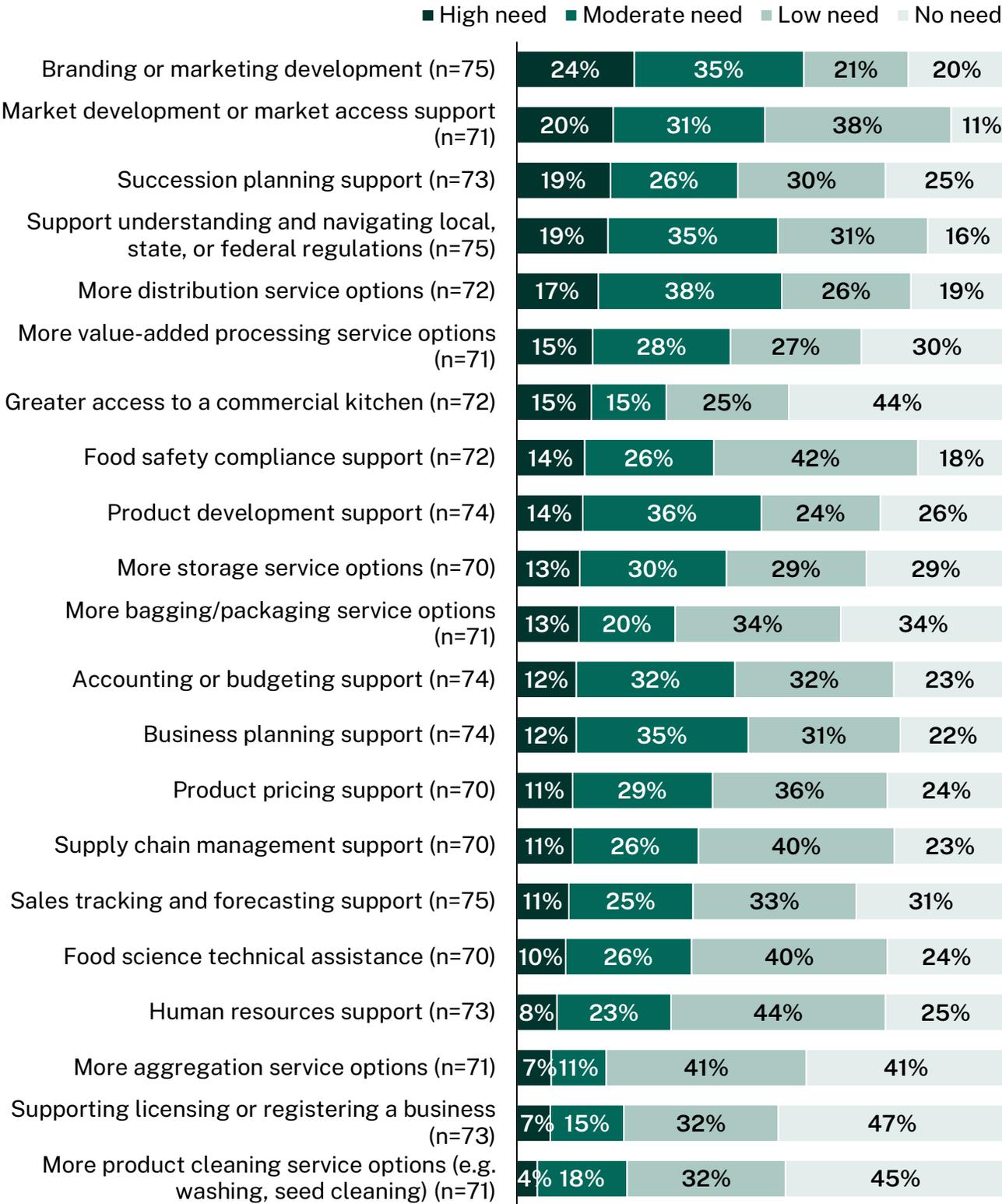
FIGURE 41 | Type of support TA provider survey respondents' organizations provide. Respondents could select more than one response (n=79)



Farm and food businesses' general TA, services, and infrastructure needs

The farm and food business survey asked respondents how much of a need, if at all, they have for select general types of TA and services (Figure 42). Overall results show respondents' business development support needs are broad and multifaceted. The top five highest needs for the greatest proportion of respondents are branding or marketing development; market development or market access support; succession planning support; support understanding and navigating local, state, or federal regulations; more distribution service options, and more value-added processing service options.

FIGURE 42 | Farm and food business survey respondents' level of need for various business development TA and services



Types of support and topics TA provider survey respondents provide

TA survey respondents were asked if their organization provides select types of support for people who have or want to start a farm or food business (Figure 43). The top five most widely offered supports include market development or market access support; branding or marketing development; support navigating local, state, or federal regulations; business planning; and product pricing. Branding or marketing development; market development or market access support; and support understanding and navigating local, state, or federal regulations were among farm and food business respondents' top five support needs. Support with succession planning, distribution, and value-added processing are also high needs for many farm and food business survey respondents but less widely available from TA provider respondents.

FIGURE 43 | Percentage of technical assistance provider survey respondents that provide various TA and other services

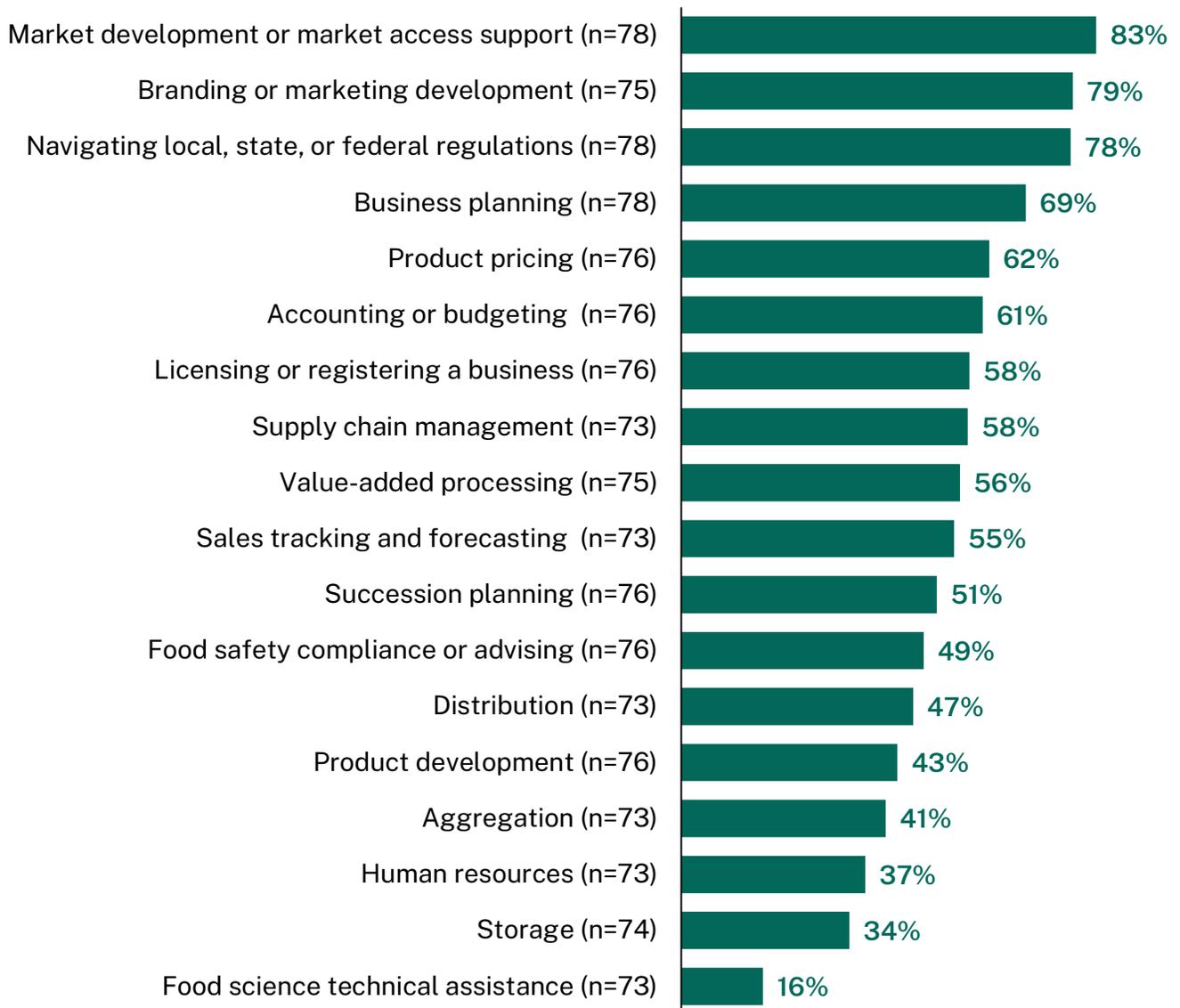


Figure 44 summarizes how much of a priority TA provider survey respondents said it should be for the Center to help increase select types of support for farms and food businesses in their service areas.

FIGURE 44 | How much of a priority TA survey respondents think it should be for the Center to help increase select types of support for farms and food businesses in their service areas



Key informant interviewees were asked, "Is there a specific technical assistance need or gap you hope the Center will fill or be uniquely suited to provide?" Interviewees mentioned wanting the Center to fill a connector role:

"Yeah, definitely being that connector is already one key thing. I think just bringing people together. I think better understanding of grant opportunities and funding opportunities and housing that in one place would be valuable."

"I think one of its biggest values is just knowing what each other's doing a lot more than before and being able to find the right program or technical assistance provider for the client."

Other interviewees suggested specific services that would help businesses:

"Well, it would be nice if [the Center] could help support...our groups [to] do a **feasibility study** or a **business plan** or a **market analysis** to soak up some of those costs. So, I think within the last year we have three feasibility studies done on different projects, which ranged from...\$15,000 to \$25,000 for the feasibility study. So that's a big chunk of change for a startup. And if you don't have this feasibility, you don't have this market plan or business plan, then you're not going to even be looked at for...any kind of loan.... So that's a major barrier for a small startup group to come up with \$20,000 to put onto a feasibility study."

"It's the marketing that's been since day one for us. That's where I really think that we could really...make a difference within the field...is really **supporting** them in **their marketing initiatives** and their efforts.... And then when you talk about the food businesses, they're somewhat siloed because they're busy all the time running food and restaurants and making salsa and trying to go to markets and stuff like that. So, it's the marketing that I feel would really do a lot of good for our businesses that are in the food and ag industries that could really help them with scaling and growing their businesses and just letting people know about their businesses too as well and how they could become better referral partners."

Markets

US Agricultural Census direct marketing data

In 2022, 11% of Idaho's 22,877 farms sold directly to consumers and 5% sold directly to intermediated markets, amounting to \$71.4 million in direct marketing sales (Table 19). Direct-to-consumer markets include farmers markets, farm stands, roadside stands or stores, u-pick, CSA (Community Supported Agriculture), online marketplaces, and others. Intermediated markets include supermarkets, restaurants, caterers, independently owned grocery stores, food cooperatives, K-12 schools, colleges or universities, hospitals, workplace cafeterias, prisons, food banks, and others.

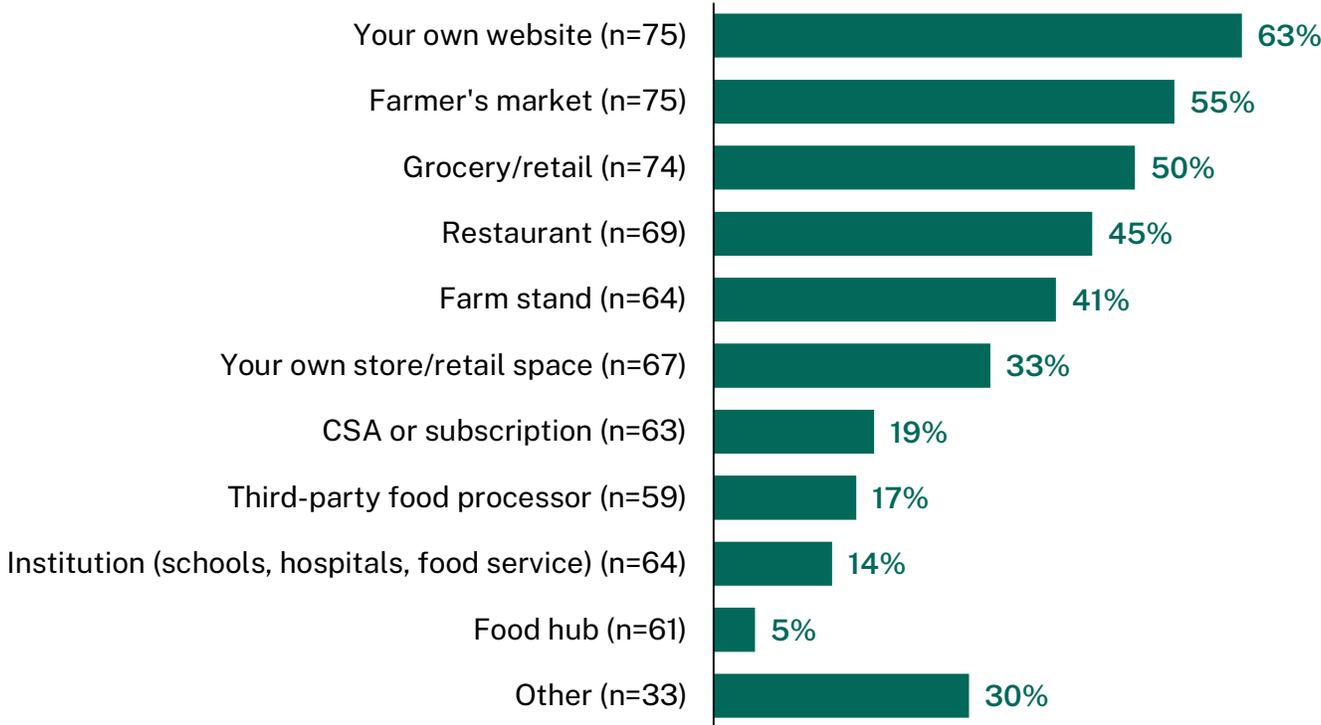
TABLE 19 | Number, percent, and sales of farms that sold directly to consumers and directly to intermediated markets in Idaho by substate region and county, 2022

	County	Direct to consumer markets			Direct to intermediated markets		
		Count	Percent	Sales	Count	Percent	Sales
	Idaho State	1,499	11%	\$16,430,000	638	5%	\$54,955,000
East	East total	418	5%	\$3,181,000	188	2%	\$29,418,000
	Bannock	74	7%	\$643,000	20	2%	\$546,000
	Bear Lake	10	3%	\$40,000	8	2%	\$135,000
	Bingham	61	6%	\$294,000	40	4%	\$14,653,000
	Bonneville	48	5%	\$459,000	10	1%	\$1,047,000
	Butte	5	3%	(D)	6	4%	\$543,000
	Caribou	28	7%	\$369,000	13	3%	\$2,897,000
	Clark	*	*	*	*	*	*
	Custer	8	3%	\$65,000	*	*	*
	Franklin	31	4%	\$245,000	7	1%	\$67,000
	Fremont	30	6%	\$765,000	12	2%	\$2,806,000
	Jefferson	42	6%	(D)	18	3%	(D)
	Lemhi	18	6%	\$119,000	13	4%	\$557,000
	Madison	18	5%	\$22,000	16	4%	\$5,757,000
	Oneida	25	6%	\$33,000	4	1%	\$17,000
	Power	2	1%	(D)	3	1%	\$21,000
Teton	18	7%	\$127,000	18	7%	\$372,000	
North	North total	367	7%	\$2,504,000	120	2%	\$1,949,000
	Benewah	13	5%	\$97,000	2	1%	(D)
	Bonner	103	13%	\$550,000	29	4%	\$642,000
	Boundary	26	8%	\$82,000	18	6%	\$589,000
	Clearwater	17	6%	\$48,000	1	0%	(D)
	Idaho	28	4%	\$132,000	8	1%	\$13,000
	Kootenai	95	10%	\$632,000	8	1%	\$38,000
	Latah	46	5%	\$785,000	36	4%	\$342,000
	Lewis	3	1%	\$9,000	1	0%	(D)
	Nez Perce	27	7%	\$146,000	17	4%	\$325,000
	Shoshone	9	20%	\$23,000	*	*	*
South Central	South Central total	139	4%	\$1,550,000	118	3%	\$7,927,000
	Blaine	12	6%	\$127,000	11	5%	\$221,000
	Camas	9	8%	\$25,000	8	7%	\$84,000
	Cassia	16	3%	\$231,000	11	2%	\$2,234,000
	Gooding	6	1%	\$44,000	12	2%	\$318,000
	Jerome	19	4%	\$78,000	12	3%	\$96,000
	Lincoln	8	3%	\$54,000	15	7%	\$78,000
	Minidoka	7	2%	\$11,000	7	2%	\$244,000
	Twin Falls	62	5%	\$980,000	42	4%	\$4,652,000
Southwest	Southwest total	575	9%	\$9,195,000	212	3%	\$15,661,000
	Ada	139	12%	\$1,933,000	24	2%	\$1,543,000
	Adams	8	3%	\$117,000	4	2%	(D)
	Boise	12	11%	\$48,000	*	*	*
	Canyon	210	9%	\$5,050,000	93	4%	\$10,662,000
	Elmore	23	8%	\$161,000	8	3%	\$104,000
	Gem	88	12%	\$737,000	27	4%	\$1,358,000
	Owyhee	17	4%	\$89,000	14	3%	\$1,281,000
	Payette	41	7%	\$972,000	21	4%	(D)
	Valley	16	11%	\$88,000	8	6%	\$494,000
	Washington	21	4%	(D)	13	3%	\$219,000

Market and distribution channels farm and food business survey participants are using and want to use

Figure 45 summarizes the market channels farm and food business survey respondents said they currently sell through. Sixty-three percent of respondents have their own website they use to sell their products, 55% use a farmers’ market, and 50% sell to retailers or grocery stores. Five percent of respondents report using a food hub and 14% sell to institutional markets.

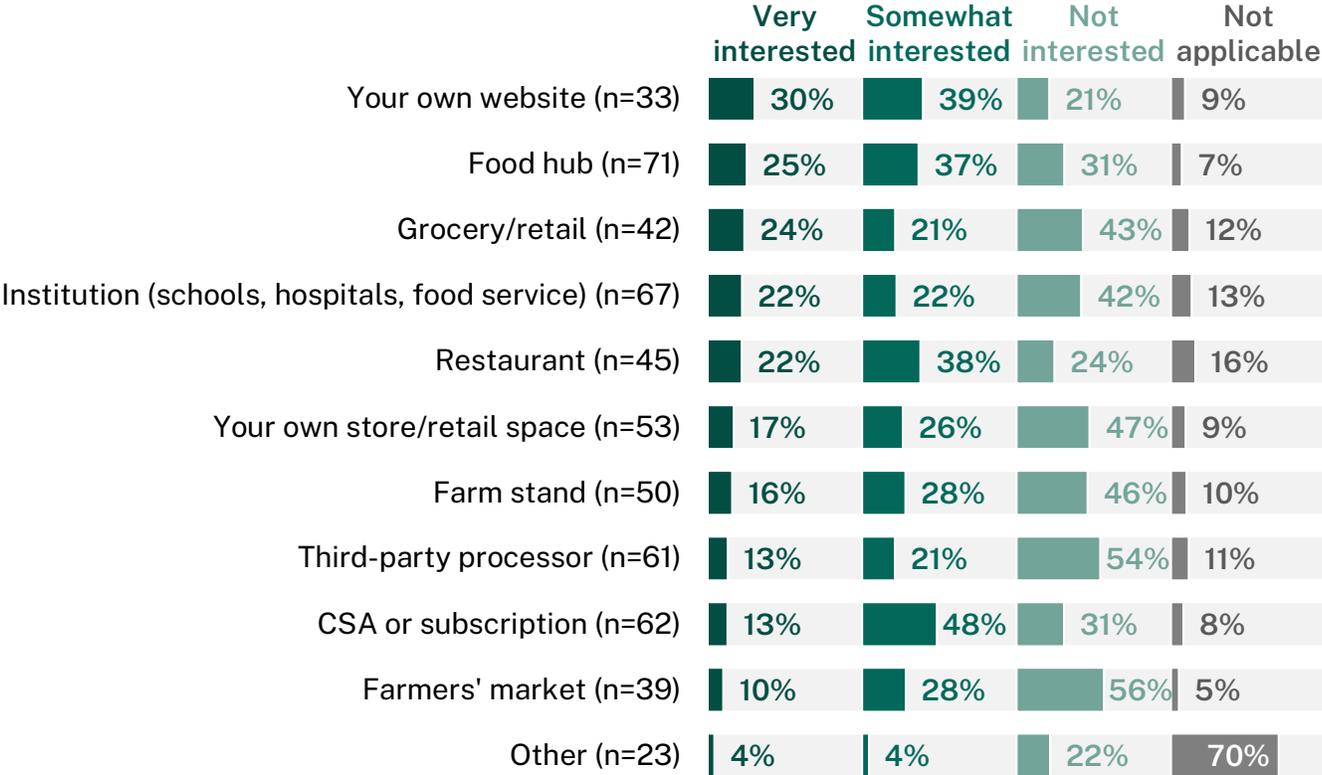
FIGURE 45 | Percent of farm and food business survey respondents that sell products through various market channels



Other responses: Direct shipping to customers (3), online farmers market, pop up catering and festivals, potato processing, processor for 150 direct to consumer operations, wholesale distributors, wholesale to restaurants, word of mouth, working with GoDaddy to publish website.

Respondents were then asked how interested they are, if at all, in selling through the market channels they are not already selling through (Figure 46). Of the 71 respondents not currently selling through a food hub, 25% are very interested and another 37% are somewhat interested in starting. The largest proportion (30%) is most interested in starting to sell through their own website. The market channels the greatest proportions said they are not interested in starting to sell through include farmers markets, third-party processors, and their own store or retail space.

FIGURE 46 | Farm and food business survey respondents' level of interest in selling through various market channels, if they do not already



Other responses: Third-party online sales channels, home delivery via USPS, fresh meat markets, butcher shops.

Respondents provided insight into the geographic scope of their distribution (Figure 47). Greater proportions sell locally (84%) and regionally (58%) than nationally (35%) or internationally (12%). When asked about expanding into markets they do not currently serve, 54% who do not yet distribute at a local level said they are very interested in doing so (Figure 48). The majority (74%) of those who do not currently sell internationally said they are not interested in starting. Overall, farm and food business survey respondents have more interest in local and regional markets than in national or international markets; however, at the same time 41% who are not selling to national markets said they are somewhat or very interested in doing so.

FIGURE 47 | Farm and food business survey respondents' geographic scope of distribution

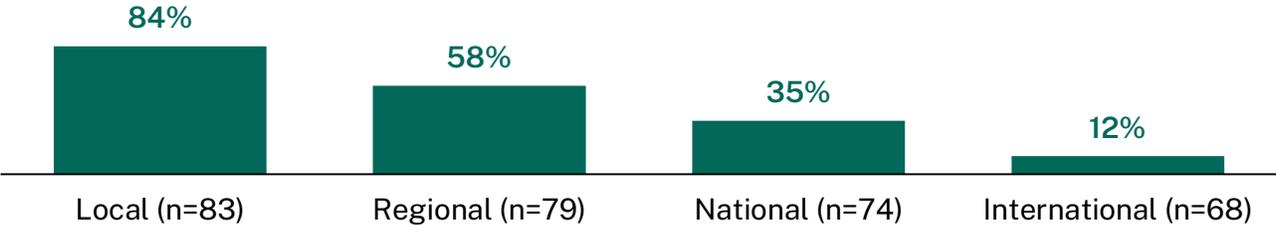
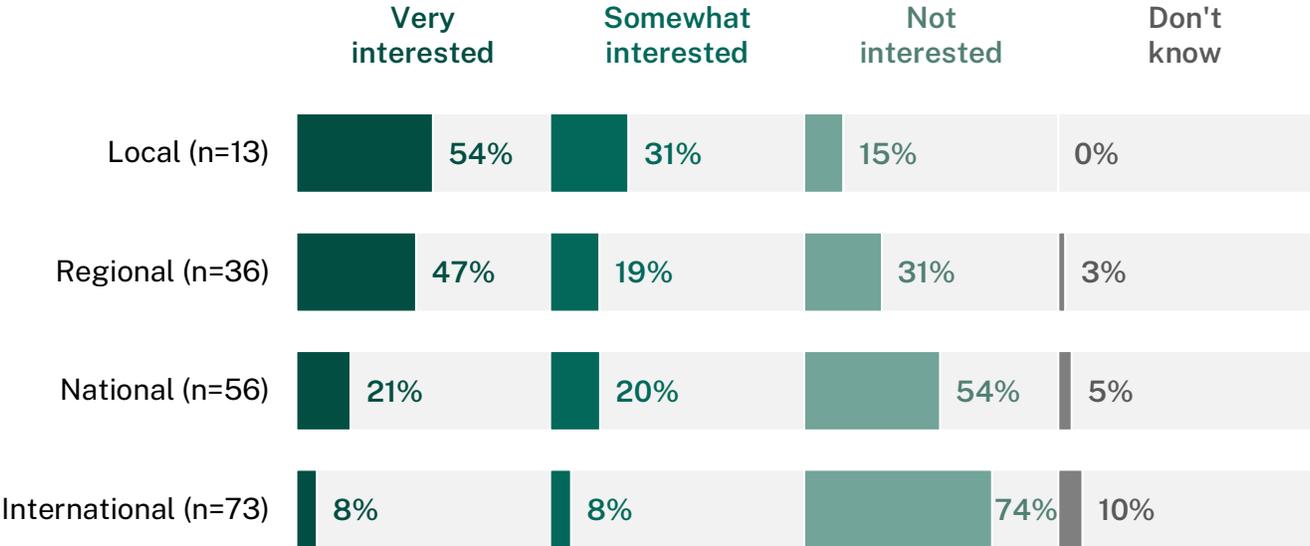
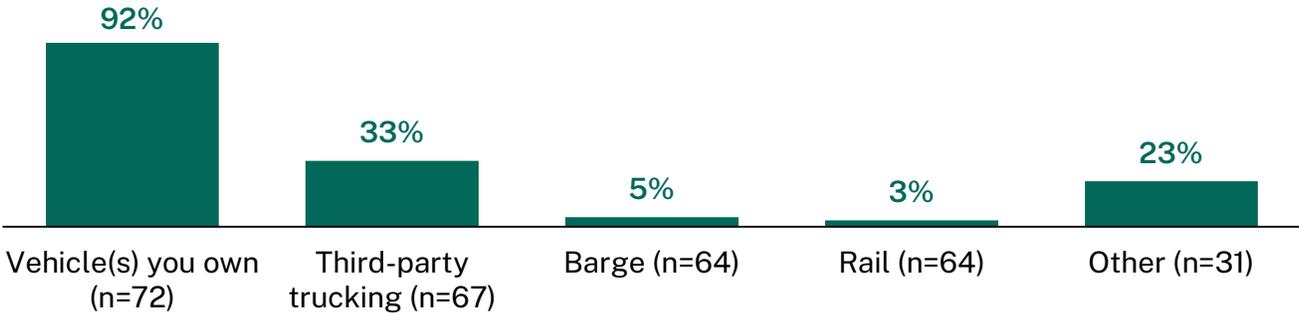


FIGURE 48 | Farm and food business survey respondents' level of interest in starting to sell to select markets if they are not already



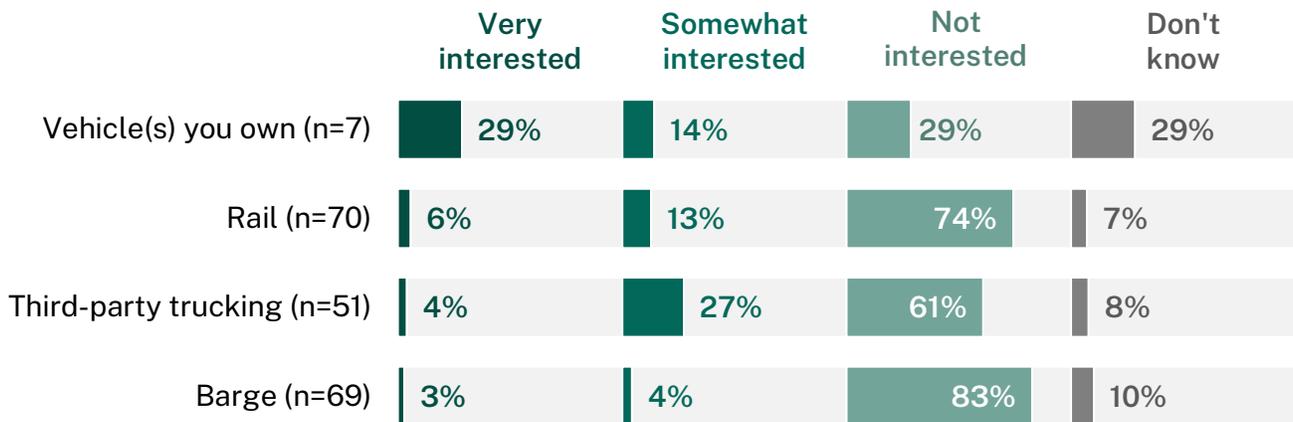
The survey asked farm and food business respondents to report the types of transportation they use to distribute their goods and how interested they are, if at all, in using the types of transportation they do not already. The vast majority (92%) of respondents use their own vehicles for distribution, followed by 33% who use third-party trucking. Barge and rail transportation are used far less frequently, at 5% and 3%, respectively (Figure 49). Apart from the 29% who said they are very interested in starting to use vehicles they own, few respondents indicated strong interest in expanding into transportation options they do not already use (Figure 50).

FIGURE 49 | Types of transportation used by farm and food business survey respondents to distribute their products



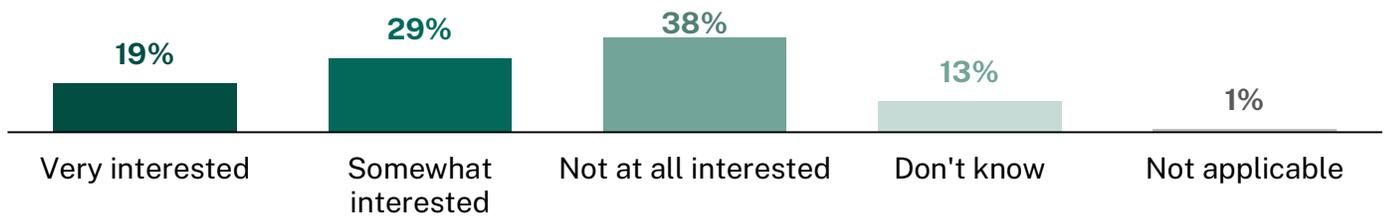
Other responses: Third-party home delivery, air freight, carriers, customer's trailer to their farm, customers ship through a third-party or their own pickup, rental vehicle.

FIGURE 50 | Farm and food business survey respondents' level of interest in using different types of transportation for distribution that they do not already use



We also asked farm and food business survey respondents about their interest in backhauling, the practice of a truck carrying goods on their return trip, which reduces empty truck mileage. Forty-eight percent are very or somewhat interested in backhauling (Figure 51).

FIGURE 51 | Farm and food business survey respondents' level of interest in backhauling opportunities (n=72)



Certifications and marketing

US Agricultural census data on organic practices

Table 20 shows the number of certified organic farms and the number that had acres transitioning into organic production in Idaho in 2022 by substate region and county. It also includes farms that used organic production practices but are exempt from certification because they had \$5,000 or less in sales. Overall, 1% of Idaho farms used organic production practices in 2022 and 0.2% had acres transitioning into organic production. Notably, Camas County had the largest number of certified organic farms in Idaho (35) where 32% of all farms were certified organic.

TABLE 20 | Number of operations that are certified organic (including those exempt from certification) or have acres transitioning into organic production in Idaho by substate region and county, 2022

	County	Organic Count	Percent	Transitioning Count	Percent
	Idaho State	227	1%	35	0.2%
East	East total	60	0.8%	6	0.1%
	Bannock	2	0.2%	*	*
	Bear Lake	8	2.3%	*	*
	Bingham	1	0.1%	2	0.2%
	Bonneville	4	0.4%	*	*
	Butte	1	0.7%	*	*
	Caribou	3	0.8%	*	*
	Clark	3	4%	3	4%
	Custer	*	*	*	*
	Franklin	10	1.4%	*	*
	Fremont	*	*	*	*
	Jefferson	*	*	*	*
	Lemhi	2	0.7%	*	*
	Madison	*	*	*	*
	Oneida	4	0.9%	*	*
	Power	8	3%	*	*
Teton	14	5%	1	0.4%	
North	North total	27	0.5%	16	0.3%
	Benewah	3	1.3%	*	*
	Bonner	8	1.0%	2	0.3%
	Boundary	5	1.6%	6	1.9%
	Clearwater	*	*	*	*
	Idaho	*	*	*	*
	Kootenai	4	0.4%	*	*
	Latah	6	0.6%	8	0.8%
	Lewis	*	*	*	*
	Nez Perce	1	0.2%	*	*
	Shoshone	*	*	*	*
South Central	South Central total	100	2.7%	6	0.2%
	Blaine	6	3.0%	2	1.0%
	Camas	35	31.5%	1	0.9%
	Cassia	7	1.3%	*	*
	Gooding	12	2.4%	*	*
	Jerome	11	2.5%	3	0.7%
	Lincoln	12	5.2%	*	*
	Minidoka	3	0.7%	*	*
	Twin Falls	14	1.2%	*	*
Southwest	Southwest total	40	0.6%	7	0.1%
	Ada	7	0.6%	*	*
	Adams	*	*	*	*
	Boise	*	*	*	*
	Canyon	11	0.5%	3	0.1%
	Elmore	8	2.8%	1	0.4%
	Gem	2	0.3%	3	0.4%
	Owyhee	1	0.2%	*	*
	Payette	3	0.5%	*	*
	Valley	1	0.7%	*	*
	Washington	7	1.4%	*	*

Forty-four percent of Idaho farms that used organic production practices in 2022 were in the South Central region, followed by the East (26%), Southwest (18%), and North (12%) regions (Table 21). However, 46% of farms that had acres transitioning into organic production were in the North region.

TABLE 21 | Number and percent distribution of farms that use organic production practices and have acres transitioning to organic production in Idaho by substate region, 2022. For example, 26% of Idaho’s 227 farms that use organic production practices are in the East region and 46% of the 35 farms that are transitioning to organic are in the North region.

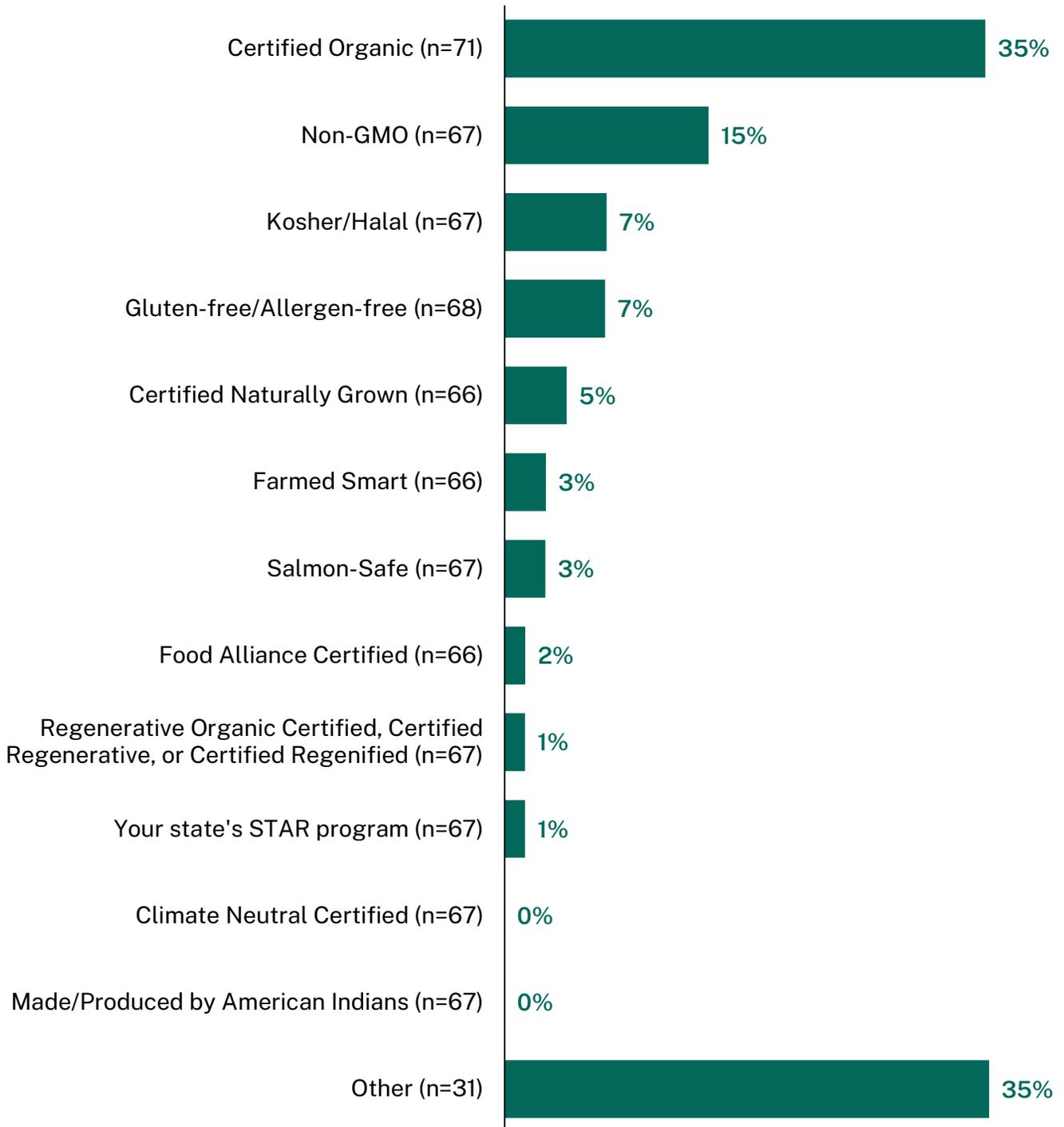
Region	Organic		Transitioning	
	Count	Percent	Count	Percent
Idaho State	227	100%	35	100%
East	60	26%	6	17%
North	27	12%	16	46%
South Central	100	44%	6	17%
Southwest	40	18%	7	20%

Certifications and marketing claims farm and food business survey respondents use and are interested in

Farm and food business survey respondents indicated the third-party certifications and labels they use to market their products (Figure 52). Respondents most commonly (35%) have organic certification. However, because the survey outreach included the National Organic Programs’ Organic Integrity Database, organic operations were likely over-sampled and over-represented in the results as only 1% of Idaho farms are certified organic and 0.2% have acres transitioning into organic production (Table 20). The second most common third-party certification respondents currently use is non-GMO (15%).

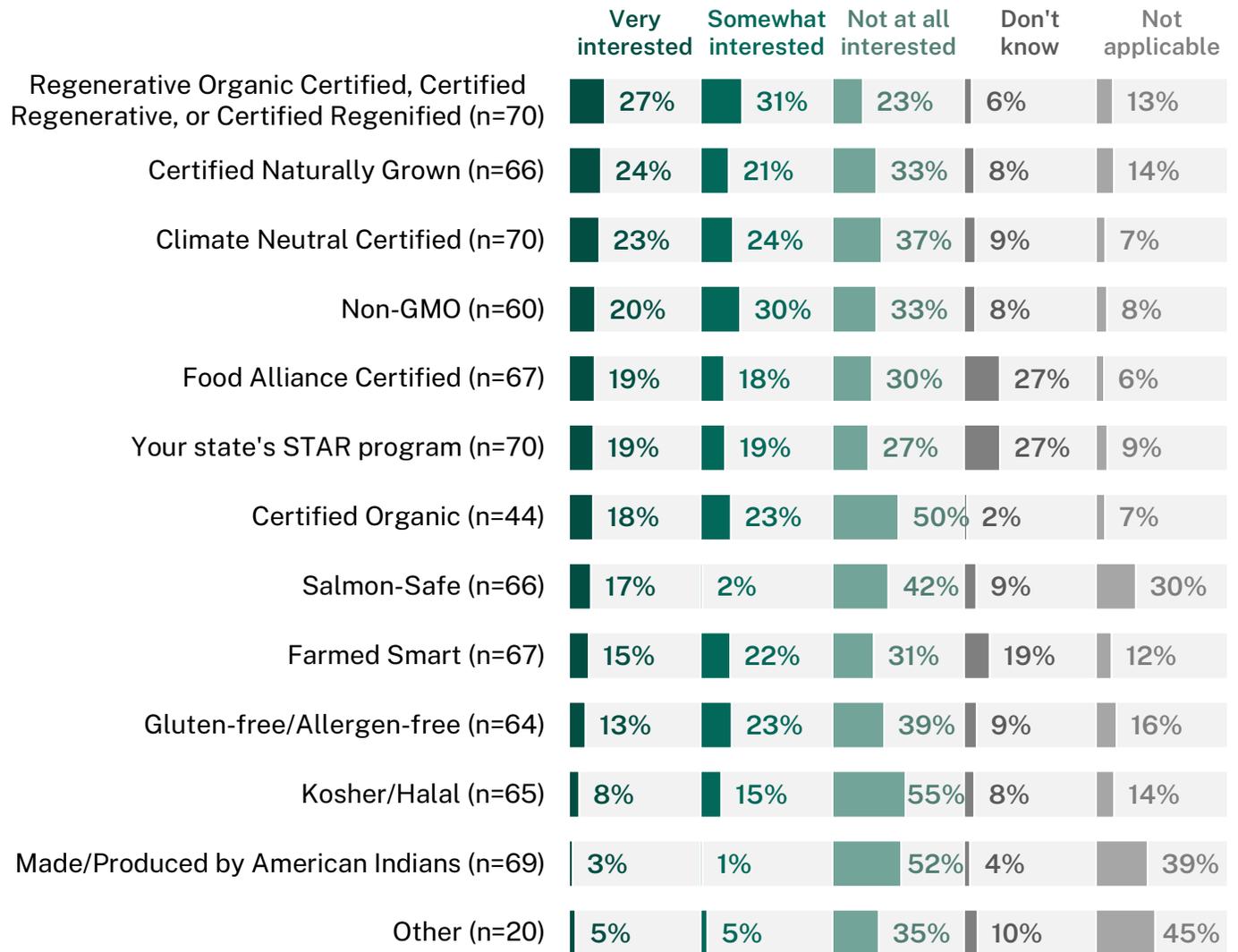
Survey respondents also shared their level of interest in certifications and labels they do not currently use (Figure 53). Considerable proportions of respondents indicated interest in many of the certifications and labels presented. Among those who are interested in adopting a certification or label they do not already use, the highest level of interest for the greatest proportion of respondents was in regenerative, Certified Naturally Grown, non-GMO, and Climate Neutral Certified, although considerable proportions expressed interest in others as well. Fifty percent of those who are not already certified organic said they are not at all interested in becoming so. Thirty-nine percent noted that the “Made/Produced by American Indians” label did not apply to their business, and 52% reported no interest in pursuing it (only 2% of respondents identified their business as BIPOC-owned, so the label is mostly likely not applicable to most who said they are not at all interested).

FIGURE 52 | *Third-party certifications and labels used by farm and food business survey respondents*



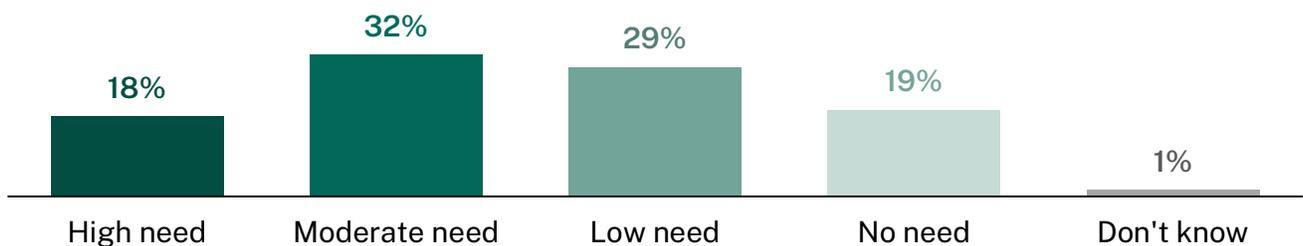
Other responses: GAP (2), Real Organic (4), Glyphosate-free, Grade-A Dairy, Idaho Preferred, LIVE certified, Bee Friendly.

FIGURE 53 | Food and farm business survey respondents' interest in third-party certifications they do not already use



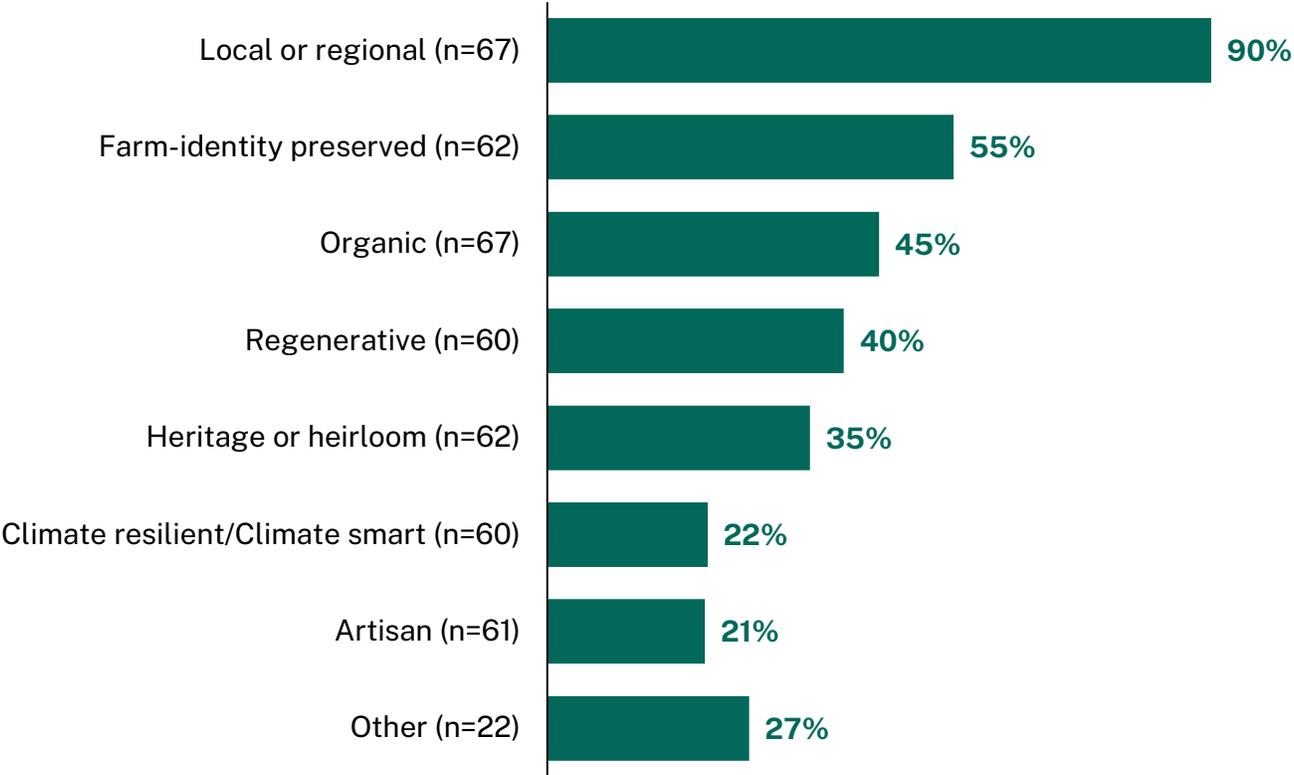
Survey respondents were asked how much, if at all, their business needs help understanding or evaluating third-party certifications for their products. Half of respondents said they have a high (18%) or moderate (32%) need for support (Figure 54).

FIGURE 54 | Farm and food business survey respondents' level of need for help understanding and evaluating third-party certifications for their products (n=72)



In addition to certifications, many farm and food businesses market their products using other claims. The most common approach among respondents is to emphasize locality or regionality: 90% of respondents reported using terms such as “local” or “regional” in their marketing (Figure 55). Another popular strategy is highlighting farm identity, with 55% of respondents incorporating farm-identity preserved information in their labeling and marketing. While 45% of respondents reported marketing their products using the term “organic,” note that farms that sell \$5,000 or less in organic products annually are exempt and may use the term “organic” without needing to be certified. “Climate-resilient/Climate Smart” was among the least commonly used marketing claims by respondents (22%).

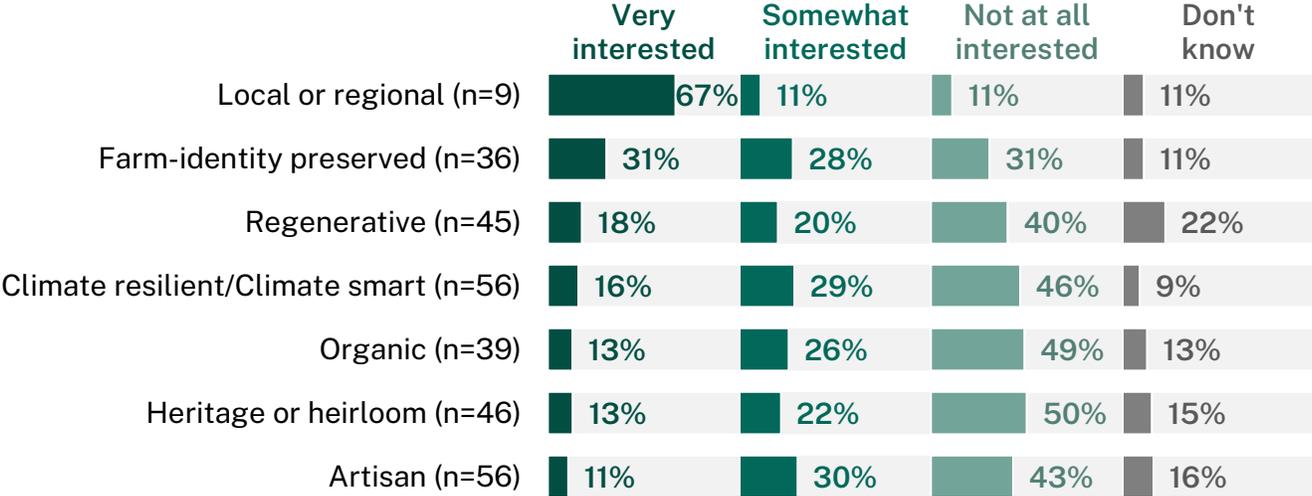
FIGURE 55 | Characteristics used by farm and food business survey respondents to market products



Other responses: Craft/crafted, family-owned and operated, free-range, grass-fed, gluten-free ingredients, “Paleo”, pesticide-free (2), bee friendly, “Terroir”, “Soil Smart”, moving toward regenerative.

Respondents also shared their level of interest in using marketing claims they do not currently employ (Figure 56). Of the nine respondents who do not already use “local” or “regional” in their marketing, 67% reported being very interested in doing so. Of the 36 respondents who do not already use farm identity preserved marketing, 31% of respondents reported being very interested in doing so. Half or more of respondents indicated that they either are interested or simply “don’t know” if they are interested in adopting the marketing claims presented.

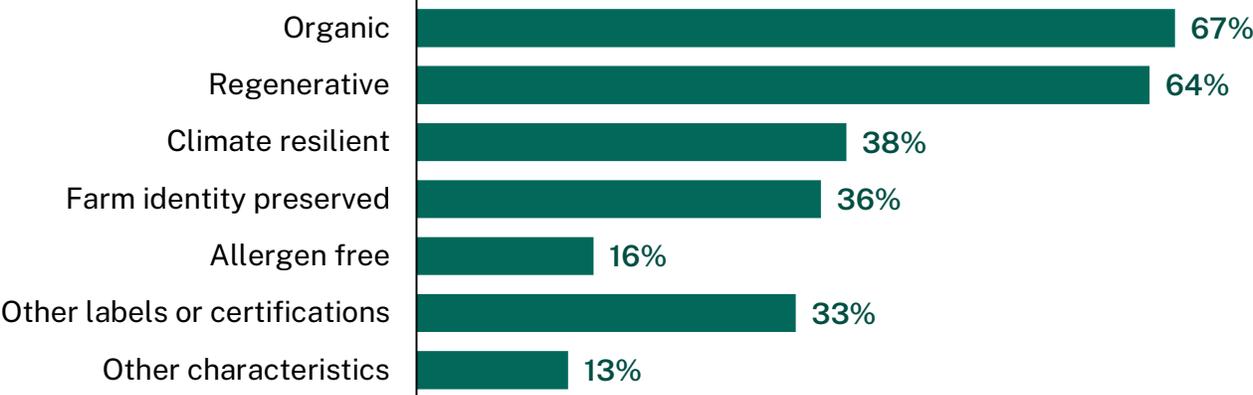
FIGURE 56 | Food and farm business survey respondents' interest in using characteristics that they do not already use to market products



TA available related to certifications and marketing claims

Figure 57 summarizes the types of marketing-related technical assistance respondents provide. The majority offer support for organic (67%) and regenerative (64%) marketing characteristics, reflecting strong alignment with existing certification trends. In contrast, fewer respondents said their organization offers TA or resources related to climate resilient (38%) and farm-identity preserved (36%) marketing strategies, indicating potential gaps in available support for these emerging claims.

FIGURE 57 | Percentage of technical assistance provider survey respondents that offer TA and resources related to certifications and marketing characteristics (n=45)



Other labels or certifications mentioned: Bee Better, Certified Naturally Grown, Farmed Smart, Food Service Management Company “Farm to Fork Approved” (BAMCO), GAP, Grassfed (2), GSFI Audits, Halal, Kosher, Real Organic, ROC (Regenerative Organic Certified), Salmon Safe (2), Serv Safe, Sodexo Regenerative.

Other characteristics mentioned: Biodynamic, BIPOC Producer, Colorado Grown Grains co-branding, locally grown, Native grown, Veteran-owned business, Women-owned business.

Supporting right-size investing and infrastructure

The Center’s “Supporting Right-Size Investing and Infrastructure” core team aims to enhance “investment and capital readiness for small and mid-sized producers, processors, distributors, and value chain operators serving food and farm businesses.” In this section, we present survey findings related to farm and food businesses’ access to grants and loans.

Farm and food business survey respondents’ funding development experience and needs

Fifty-five percent of farm and food business survey respondents said their business has received a grant and 45% said it has received a loan (Figure 58). They were then asked how difficult or easy it has been to get grant funding and loans for their business. Although some have experienced ease getting business grants and loans, respondents have more commonly experienced difficulty: 82% said obtaining grant funding (Figure 59) and 75% said getting a business loan (Figure 60) has been very or somewhat difficult.

FIGURE 58 | Percent of farm and food business survey respondents that have ever received a grant or loan. Respondents could select all answers that applied (n=42)

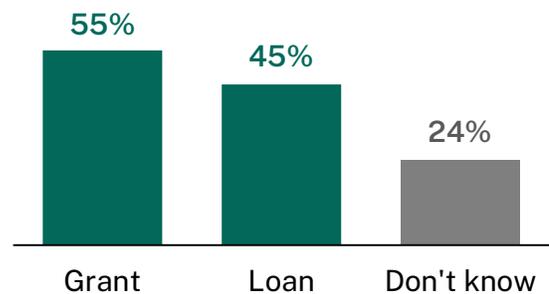


FIGURE 59 | How easy or difficult it has been for farm and food business survey respondents to get **grant** funding for their business (n=50)

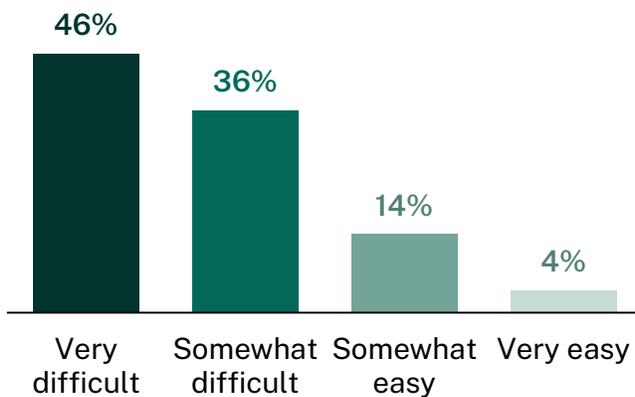
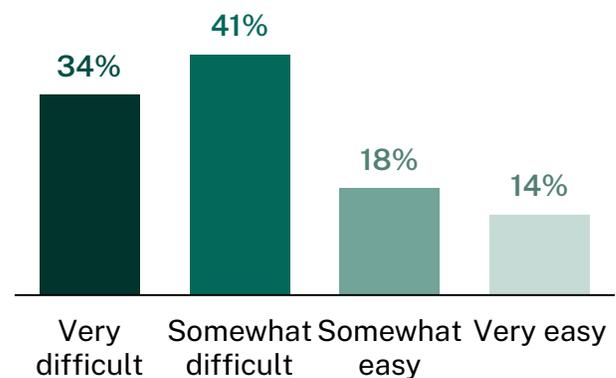
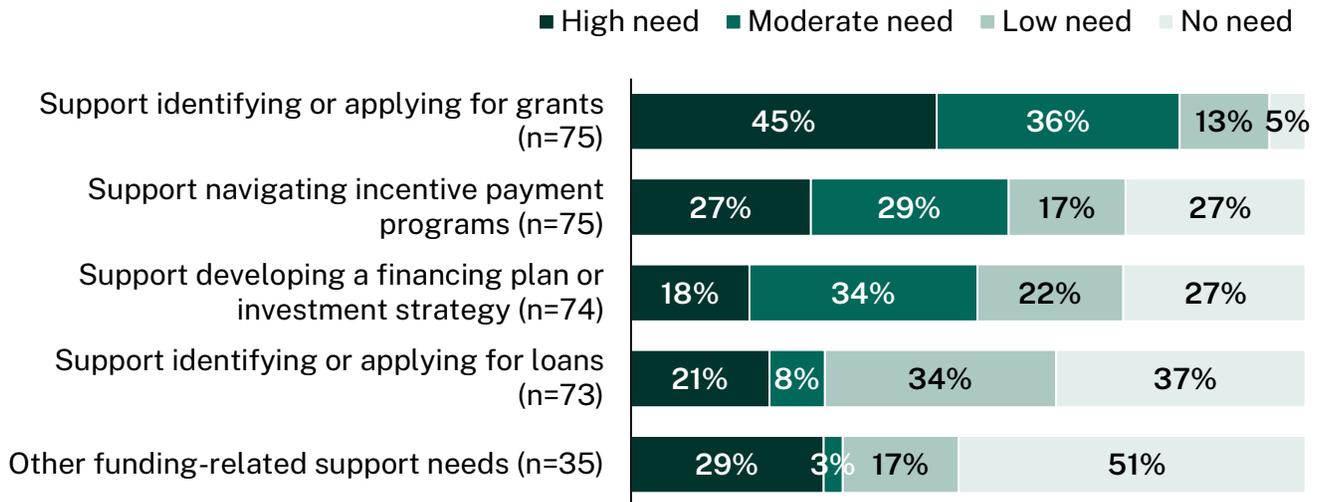


FIGURE 60 | How easy or difficult it has been for farm and food business survey respondents to get **loans** for their business (n=44)



Farm and food business survey respondents were asked to report their level of need for specific types of funding-related technical assistance (Figure 61). The majority of respondents said they have high or moderate need for nearly all the types of support we asked about; however, the highest need for the largest proportion is support identifying and applying for grants.

FIGURE 61 | Farm and food business survey respondents' level of need for funding-related technical assistance



Other responses: Foundation assistance and funding to develop giving campaigns, general financial education

We asked food and farm business survey respondents, "Do you have any feedback for grant makers or lenders related to how they could make their programs more accessible or equitable for businesses like yours?" Table 22 summarizes their responses by theme. Appendix A includes all responses to this question. Respondents commonly suggested that grant makers and lenders should better advertise opportunities and expand existing opportunities to include different kinds of producers.

TABLE 22 | Farm and food business survey respondents' feedback for grant makers and lenders related to how they can make their programs more accessible and equitable (n=23)

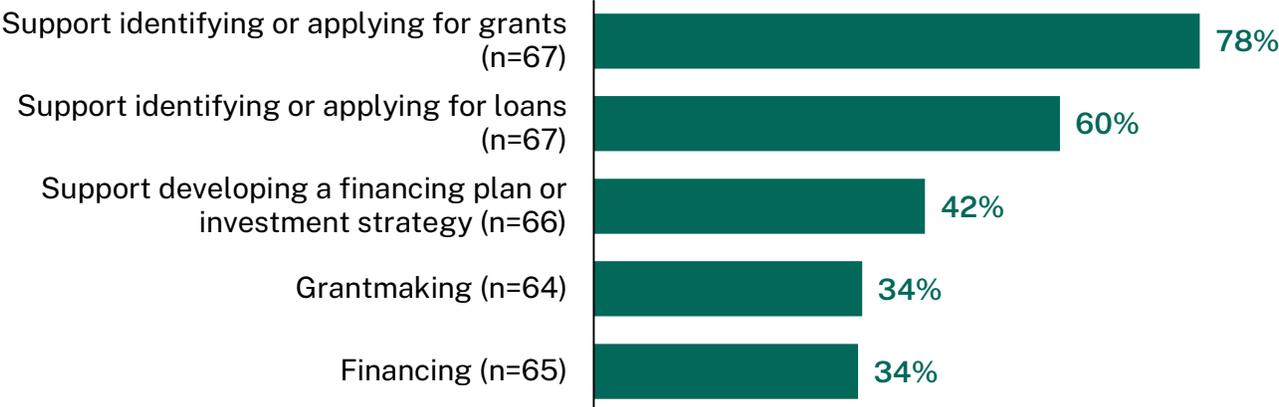
Theme	Example quotes
Fit	"I have not found it very easy to find grants that apply to individual producers."
	"The loans and grants I have seen are mostly geared towards hydroponics and not the certified organic farmer that grows in soil."
	"Matching funds requirements make it difficult to consider applying for most federal grants, need support that includes how to come up with match funds. Also, grants that are tailored to small producers, or small farmers markets, would be extremely helpful. For example, the FMLFPP program had a high minimum award and 100% cost match, so our small farmers market could not apply (given that our annual budget is only around \$3-5,000)."
	"Most grants are for producers. We are a food hub that needs help to grow and be more efficient."

Theme	Example quotes
Knowledge of opportunities	<p>"I didn't know anything like this even existed."</p> <p>"I have no idea of any grant available to me. I don't know where to begin looking."</p> <p>"I usually find out about programs by chance and when there is little time left to apply. Would be great if programs could be published locally when first announced."</p> <p>"The grants are not well understood or advertised. Most grants which we have seen go out take too much time and overhead to even apply or are too short of a turn around."</p>
Outreach	<p>"Make yourselves visible."</p> <p>"Direct contact with local food producers."</p> <p>"More outreach through our trade association, Idaho Wine Commission."</p> <p>"Using local farmers markets as a means for distribution of information would be very smart."</p>
Underserved audiences	<p>"Please help share, support and develop the resources more equitably throughout the state of Idaho. NOT just in Boise and Moscow region."</p> <p>"Small and Medium sized farms are definitely underserved yet they are the heart of efforts to produce higher quality food to be consumed in local and regional markets. We've had to do all of it ourselves."</p> <p>"Please prioritize access for marginalized folks and also under-resourced regions (rural!!!). Idaho in particular has very few resources for the eastern side of the state and places like Moscow and Boise continue to reap the benefits of most ISDA AND USDA funding."</p>

TA providers' perspectives on funding development support priorities

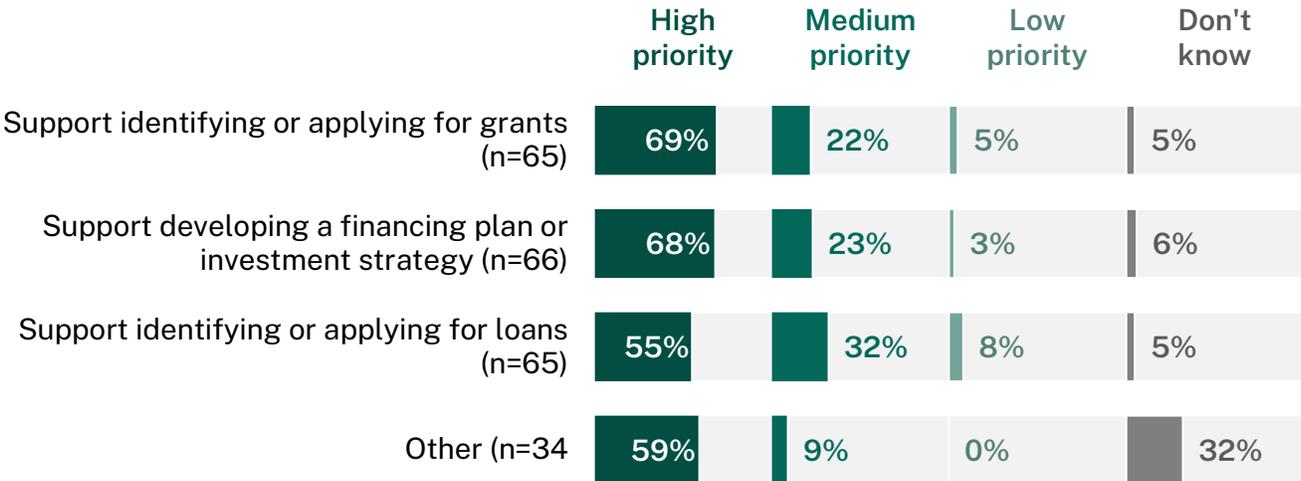
We asked TA survey respondents if their organization provides select funding-related services to people who have or want to start a farm or food business (Figure 62). Notably, the most common type of funding assistance provided is support identifying or applying for grants, which is also what the largest proportion of farm and food business survey respondents identified as their highest funding development support need (Figure 61).

FIGURE 62 | Funding technical assistance provided by survey respondents' organizations



The survey asked respondents, "How much of a priority do you think it should be for the Northwest and Rocky Mountain Regional Food Business Center to help increase the following types of funding support for farms and food businesses in your service area?" The majority of TA provider survey respondents said helping to increase all the types of funding support we asked about should be high priorities for the Center (Figure 63). TA provider results on this topic also align with what farm and food businesses said regarding the high need to increase support identifying and applying for grants.

FIGURE 63 | Technical assistance provider survey respondents' perspective on the level of priority for increasing funding support for farm and food businesses



Technical assistance provider survey respondents were then asked, "How can funders and lenders make their programs more accessible for small and mid-scale farm and food businesses?" Table 23 summarizes their responses by theme, with all responses available in Appendix A. Many of the themes from TA providers' suggestions are the same as those from the farm and food business survey respondents.

TABLE 23 | Primary themes for how funders and lenders can make their programs more accessible to small and mid-scale businesses (n=41)

Theme	Summary	Example quotes
Application support	<i>Providing help navigating grant and other funding applications</i>	<p>"Offer support programs to both educate and work through the requirements."</p> <p>"Provide TA support in the application process, with language accessibility options."</p> <p>"Shorter applications; technical assistance with applying for the funding."</p>
Educate lenders	<i>Inform lenders of the unique challenges faced by small farm and food businesses</i>	<p>"Understanding that the risk is different but it doesn't mean it's bad."</p> <p>"Collateral is a primary barrier (people who have access to wealth are those who can most take advantage of supports and incentives even though they need them the least). Address the way rules are sometimes interpreted by individual loan officers/service providers based on their biases. Provide one-on-one counseling by people who are not condescending and have culturally specific experience (including low/mid income and rural frontier). Prioritize under-resourced business owners and those with demonstrable 'giving back' to their communities."</p>
Simplify applications	<i>Streamline applications for grants and funding opportunities</i>	<p>"Simplify Applications: Streamline paperwork and reduce complexity."</p> <p>"More simple applications, availability in multiple languages, TA for applications, availability to people with low credit and assets. For grants: non-reimbursement based, budget flexibility, multi-year funding, no matching requirement, simple application, inclusion of administrative costs, scoring clarity, responsive feedback with declines, flexible activities, flexible reporting, reduced reporting, competitive for smaller orgs, guidelines clarity."</p> <p>"Less paperwork and application requirements. Lower the barrier to entry for folks who aren't literate in the paperwork side of things."</p> <p>"Being more accessible, transparent and reducing paperwork and reporting burdens."</p>
Partner with other organizations	<i>Support organizations already embedded in communities</i>	<p>"Partner Locally: Work with community groups to better understand and address business needs."</p> <p>"Getting the information out to the right individuals, partnering with local centers to get connected, trainings."</p>

TA provider survey respondents were also asked, "What training or other technical assistance do the farm and food businesses in your service area most need to improve their ability to secure grants or loans? Please list 1-3 priorities." Figure 64 shows the percentage of TA survey respondents who included salient topics in their response, and Table 24 summarizes responses by theme with illustrative quotations. Appendix A includes the full list of unedited responses.

FIGURE 64 | Primary themes of priorities identified by technical assistance providers for improving the ability of a business to secure grants or loans (n=47)

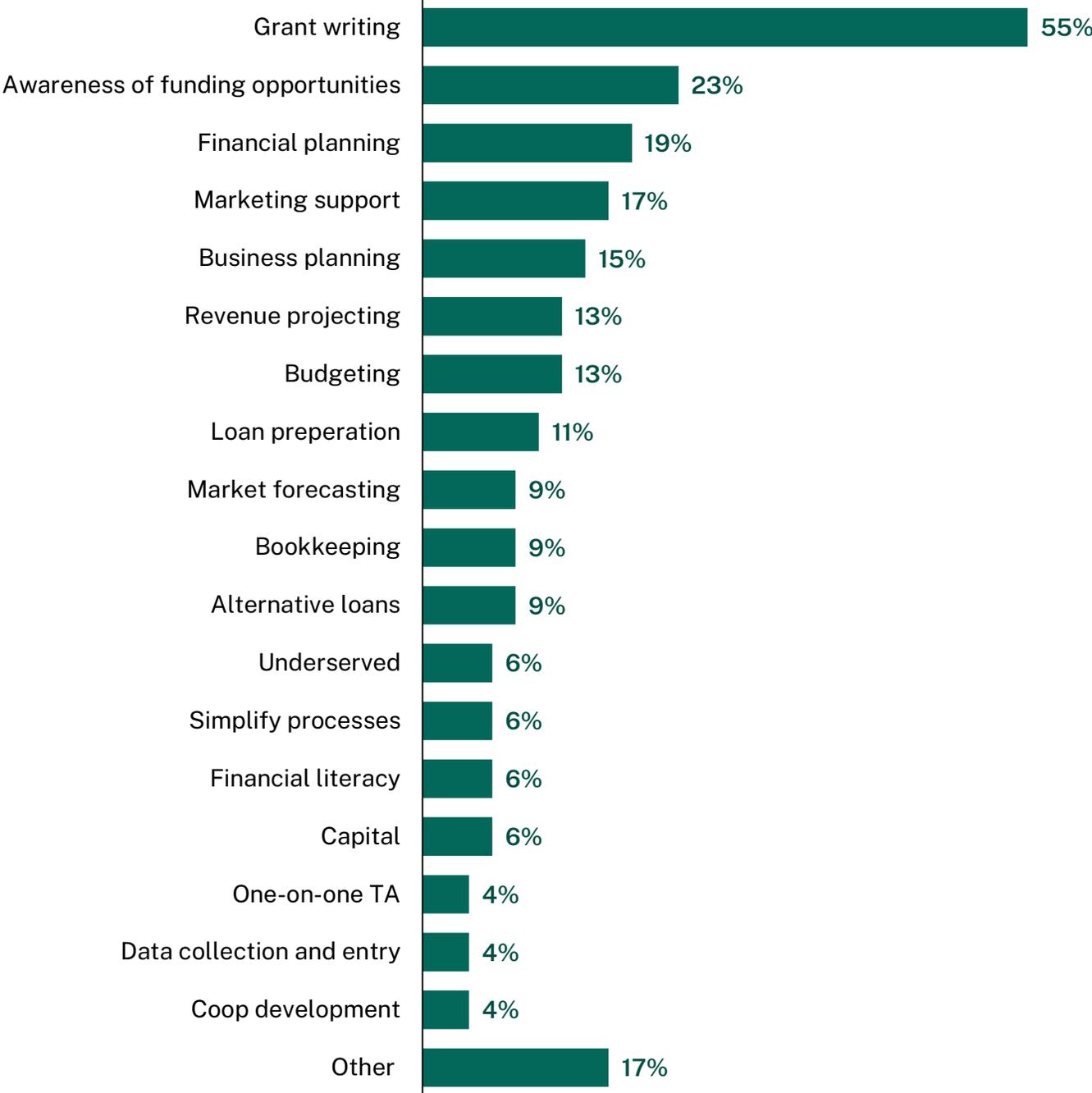


TABLE 24 | Primary themes identified by technical assistance providers for improving the ability of a business to secure grants or loans (n=47)

Theme	Example quotes
Awareness of funding opportunities	<p>"Identifying and centralizing information about available funding."</p> <p>"More clarity about the types of programs available."</p> <p>"Understanding what is available and what would work - comparison chart of some sort of different resources."</p>
Budgeting	<p>"How to draft a budget."</p> <p>"Ability to develop a realistic budget and funding outlook."</p>
Business planning	<p>"Having a strong business plan and financial projections to show lenders they have a plan to pay back the loan if there is a bad year."</p> <p>"Multiyear business planning to get ahead of grant/loan cycles."</p>
Financial planning	<p>"Realistic discussions on building a company on grants vs. viable financial resources and accountability. Too many times we hear 'we will just get a grant' - grants are not the answer they are the extra."</p> <p>"Right sizing projects for funders."</p>
Grant writing	<p>"A center that will actually review the applications and help producers complete applications."</p> <p>"Help writing grants and applications for other funding resources (farmers are busy and that may not be their highest skillset)."</p> <p>"Free or low-cost assistance with preparing competitive federal grant applications, developing alternative forms of capital for under-resourced businesses."</p> <p>"Technical support in actually writing applications."</p>
Marketing support	<p>"Profitability seems to be a huge hurdle. Helping producers and processors understand how to price products, cuts, value added, etc."</p> <p>"Pricing and marketing assistance."</p>
Revenue projecting	<p>"Revenue and cash flow projections versus overhead."</p> <p>"Building solid pro-formas (sales projections)."</p> <p>"Projected cash flows."</p>

Building meat supply chain capacity

This section summarizes assessment findings related to the NWRM RFBC’s aim to support resilient meat and animal protein supply chains.

Livestock-related US Agricultural Census data

Table 25 shows the distribution of farms in Idaho that raise select types of livestock by type and substate region. The largest proportions of farms that raise livestock in Idaho are in the East and Southwest regions.

Table 26 shows the number of farms raising select types of livestock in December 2022 in Idaho by substate region and county. Idaho farms that raise livestock for meat production most commonly raise beef cows (7,379), followed by sheep (1,208), hogs (562), goats (978), and bison (42).

TABLE 25 | *Number and percent distribution of farms that raise livestock in Idaho by type and substate region, 2022. For example, 34% of Idaho’s 7,379 farms that raise beef cows are in the East region.*

Region	Beef cows		Bison		Goats		Hogs		Sheep	
	#	%	#	%	#	%	#	%	#	%
Idaho	7,379	100%	42	100%	978	100%	562	100%	1,208	100%
East	2,513	34%	14	33%	305	31%	169	30%	320	26%
North	1,213	16%	8	19%	169	17%	157	28%	255	21%
South Central	1,332	18%	7	17%	154	16%	76	14%	175	14%
Southwest	2,321	31%	13	31%	359	37%	160	28%	458	38%

TABLE 26 | Point-in-time count of farms that raise livestock by type of livestock in Idaho by county, end of December 2022

	County	Beef cows	Bison	Goats	Hogs	Sheep
	Idaho State	7,379	42	978	562	1,208
	Total	2,513	14	305	169	320
East	Bannock	308	*	39	32	31
	Bear Lake	156	*	17	4	14
	Bingham	428	1	41	19	48
	Bonneville	231	4	52	32	72
	Butte	56	*	1	2	11
	Caribou	138	*	9	4	10
	Clark	33	3	*	1	2
	Custer	88	*	*	14	5
	Franklin	207	4	32	21	11
	Fremont	148	1	7	6	13
	Jefferson	216	*	61	18	38
	Lemhi	130	*	18	3	31
	Madison	85	*	7	5	10
	Oneida	152	1	9	4	11
	Power	64	*	5	*	1
Teton	73	*	7	4	12	
	Total	1,213	8	169	157	255
North	Benewah	61	1	11	2	8
	Bonner	184	2	32	53	72
	Boundary	104	*	11	6	6
	Clearwater	73	*	5	6	15
	Idaho	276	2	14	13	13
	Kootenai	210	3	51	44	59
	Latah	123	*	19	15	68
	Lewis	57	*	1	4	2
	Nez Perce	109	*	23	6	12
	Shoshone	16	*	2	8	*
	Total	1,332	7	145	76	175
South Central	Blaine	53	*	2	2	15
	Camas	21	1	4	4	3
	Cassia	203	*	7	8	16
	Gooding	210	*	17	8	16
	Jerome	145	4	22	11	16
	Lincoln	94	*	1	3	23
	Minidoka	166	*	18	12	28
	Twin Falls	440	2	74	28	58
		Total	2,321	13	359	160
Southwest	Ada	294	*	38	30	74
	Adams	79	*	4	2	10
	Boise	53	*	7	*	5
	Canyon	877	7	162	81	187
	Elmore	101	2	15	6	20
	Gem	271	*	64	23	61
	Owyhee	224	1	9	6	27
	Payette	194	3	43	7	40
	Valley	46	*	2	*	8
	Washington	182	*	15	5	26

Rotational or management-intensive grazing

In rotational or management-intensive grazing, operations systematically rotate livestock through fresh forage to optimize quantity and quality of forage growth and to improve manure distribution, wildlife cover, and soil health. Table 27 shows the number and percentage of farms that practice rotational or management-intensive grazing in Idaho by substate region and county. In Idaho, 3,615 farms (16%) use this practice.

TABLE 27 | Number of operations that practice rotational or management-intensive grazing in Idaho by substate region and county, 2022

		County	Rotational or MGMT Intensive Grazing	
			Count	Percent
		Idaho	3,615	16%
East		East total	1,154	15%
		Bannock	165	16%
		Bear Lake	63	18%
		Bingham	191	18%
		Bonneville	132	15%
		Butte	11	7%
		Caribou	51	13%
		Clark	20	30%
		Custer	41	17%
		Franklin	99	14%
		Fremont	68	12%
		Jefferson	86	13%
		Lemhi	91	30%
		Madison	30	8%
		Oneida	43	10%
		Power	28	10%
	Teton	35	13%	
North		North total	649	13%
		Benewah	25	10%
		Bonner	132	17%
		Boundary	54	17%
		Clearwater	32	12%
		Idaho	94	14%
		Kootenai	126	13%
		Latah	102	10%
		Lewis	11	5%
		Nez Perce	66	16%
		Shoshone	7	16%
South Central		South Central total	571	16%
		Blaine	29	14%
		Camas	10	9%
		Cassia	88	16%
		Gooding	87	17%
		Jerome	63	14%
		Lincoln	30	13%
		Minidoka	59	13%
	Twin Falls	205	18%	
Southwest		Southwest total	1,241	19%
		Ada	179	16%
		Adams	46	20%
		Boise	18	17%
		Canyon	453	20%
		Elmore	45	16%
		Gem	147	20%
		Owyhee	94	20%
		Payette	117	20%
		Valley	45	32%
	Washington	97	20%	

Farm and food business survey respondents who raise or process livestock

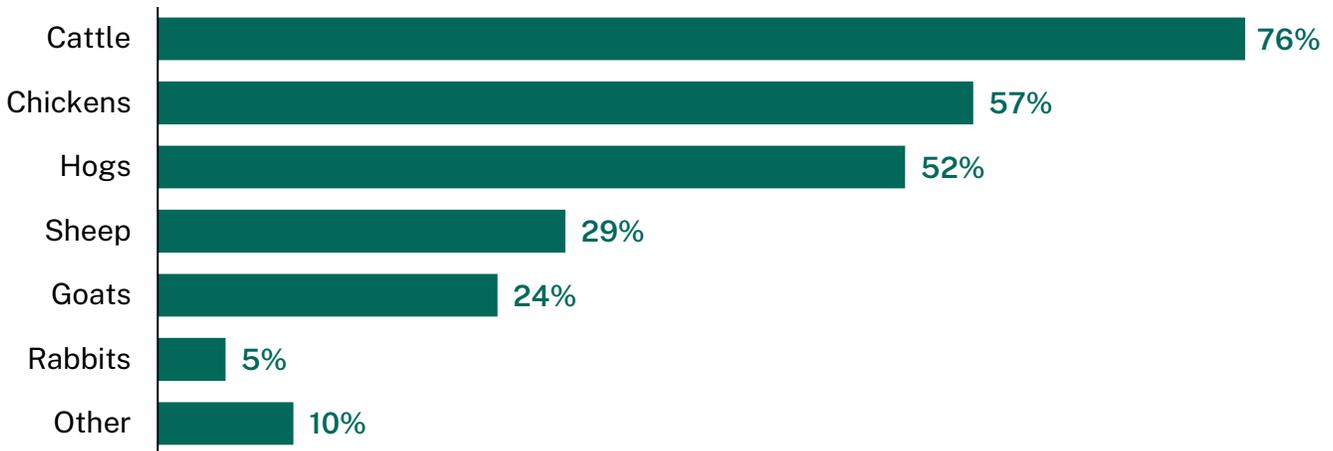
Respondents that have or want to start a farm or food business that raises or processes livestock or other animals had the opportunity to answer questions related to their animal protein-related infrastructure, marketing, and technical assistance needs. That is, this section only includes input from participants who have or want to start a meat-related enterprise.

Thirty-four percent of farm and food business survey respondents said they currently raise livestock, 10% produce dairy, and 7% raise poultry (n=61) (Figure 15). Of the respondents who do not already,

- 47% are interested in raising or processing livestock (n=34),
- 25% are interested in producing dairy (n=36),
- 24% are interested in raising or processing poultry (n=34), and
- 3% are interested in producing or processing fish or seafood (n=31) (Figure 18).

The survey asked respondents to specify the type(s) of livestock, poultry, or other animals they currently raise or want to raise (Figure 65). Respondents most commonly raise or want to raise cattle (76%), followed by chickens (57%), and hogs (52%).

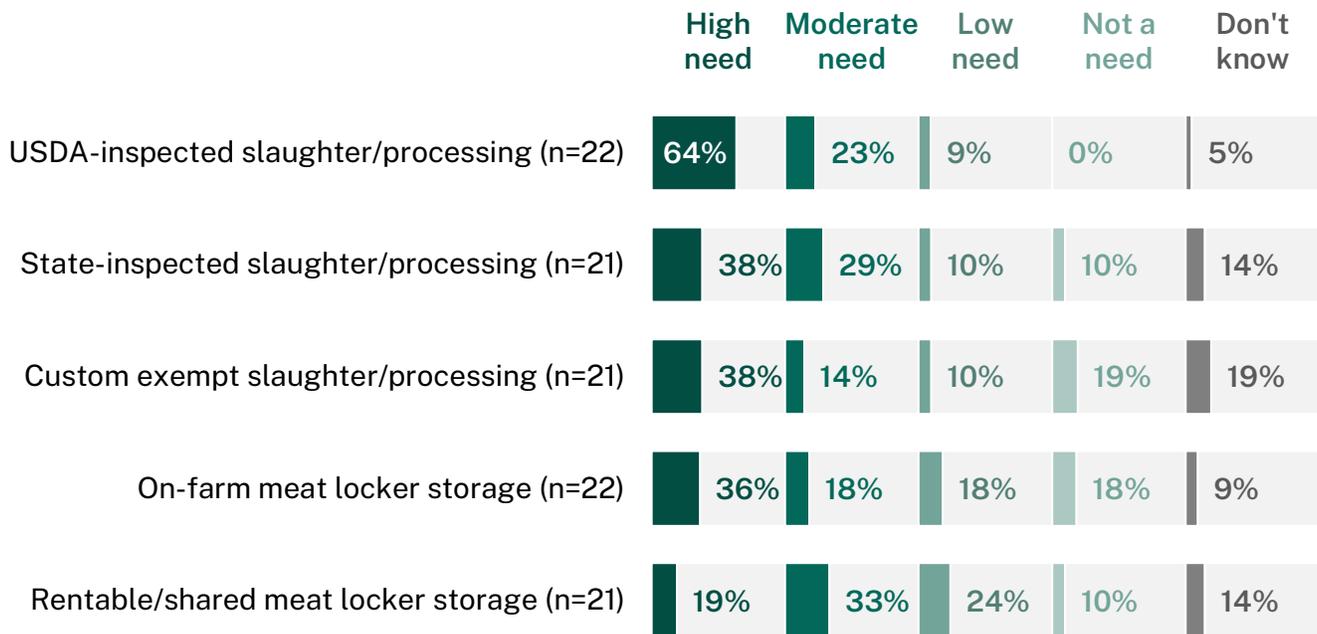
FIGURE 65 | Percentage of farm and food survey respondents that raise or want to raise select types of livestock/animals (n=21). They could select all that applied.



Other responses: dairy cows, laying hens, game birds.

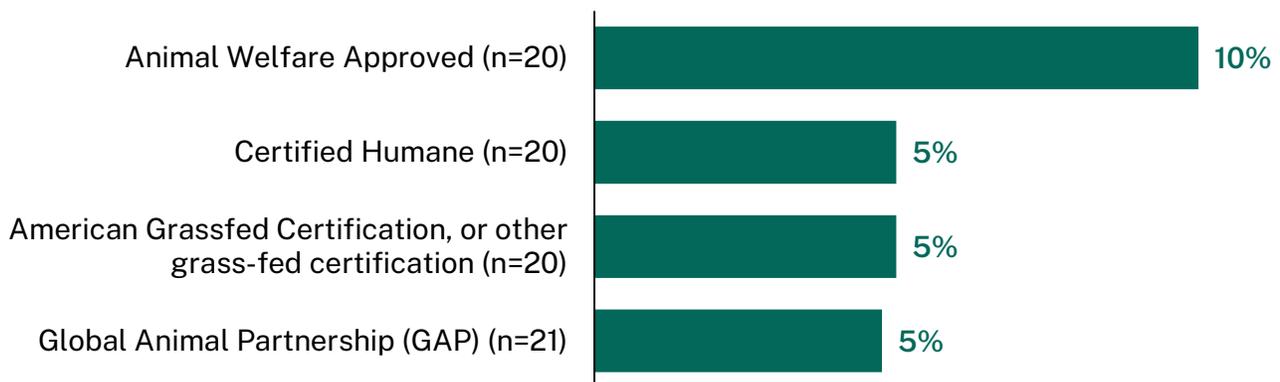
The survey asked respondents to assess how much of a need, if any, there is to develop select types of infrastructure for meat producers in their area (Figure 66). More than half of respondents identified all the types of infrastructure we asked about as a high or moderate need in their area. The highest need for the largest number of respondents (64%) is for USDA-inspected slaughter/processing. More than a third of respondents also identified state-inspected and custom-exempt slaughter/processing and on-farm meat locker storage as high needs in their area.

FIGURE 66 | How much of a need survey respondents who have or want to start a business that grows or processes meat said there is to develop select infrastructure for meat producers in their area



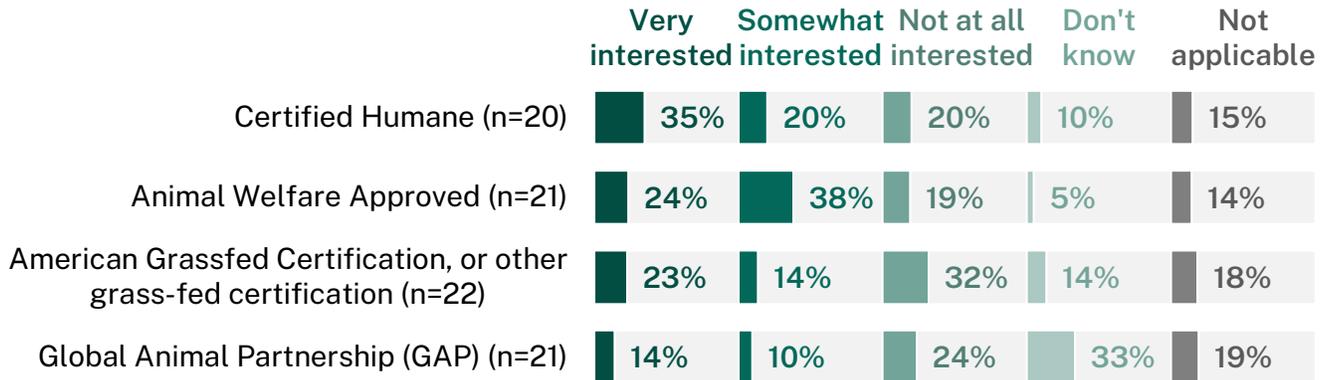
The survey asked respondents if they currently have select third-party certifications specific to marketing animal products (Figure 67). Overall, few respondents who raise or process meat products are using third-party certifications to market them. The largest proportion (10%, or two respondents out of 20) said they use the “Animal Welfare Approved” certification.

FIGURE 67 | Percentage of survey respondents who have or want to start a business that grows or processes meat that currently use select third-party certifications to market meat products



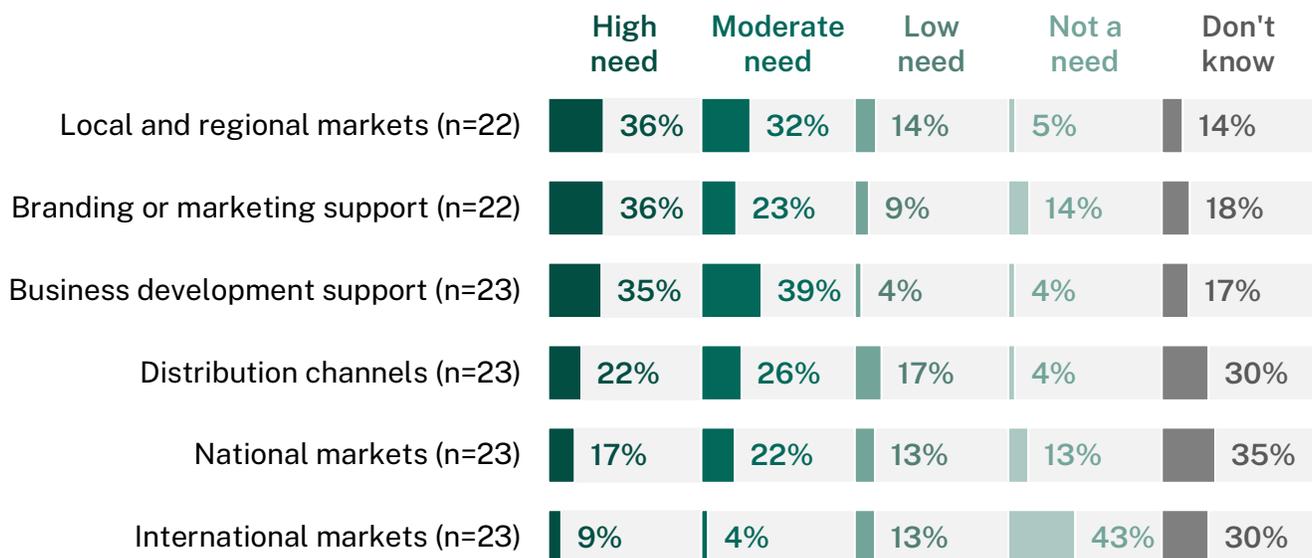
If a respondent said they did not have a given certification, then the survey asked them how interested they are, if at all, in obtaining it (Figure 68). “Certified Humane” is the label the greatest proportion expressed the strongest interest in with 55% saying they are very interested (35%) or somewhat interested (20%). “Animal Welfare Approved” also stands out, with 62% of respondents saying they are very (24%) or somewhat (38%) interested.

FIGURE 68 | Survey respondents' interest in obtaining meat product certifications they do not already have



Next, the survey asked those who have or want a meat-related business how much of a need there is to develop select markets and support for meat producers/processors/value-added businesses in their area. Seventy-four percent of respondents reported a high (35%) or moderate need (39%) for business development support (Figure 69). Other high needs include development of local and regional markets (36%) and branding/marketing support (36%). Development of international markets was reported as least needed, with 43% of respondents reporting it as “not a need” in their area.

FIGURE 69 | How much of a need survey respondents who have or want to start a business that grows or processes meat said there is to develop select markets, distribution channels, and other support for meat producers and processors in their area



The survey included open-ended questions to allow respondents to clarify and add context to their responses. We asked them to list what they think are the most important priorities specific to technical assistance, supply chain, market, and infrastructure development that the Center should invest in to support the success of livestock and meat-related businesses. Responses are organized by theme in Table 28 and provided fully in Appendix A.

TABLE 28 | Themes from farm and food business survey respondents' perspectives on TA, supply chain, market, and infrastructure priorities for livestock and meat processing businesses (n=16)

Theme	Example quotes
Processing availability	"Thankfully we've found local meat processing. but.... most of the meat that needs additional processing such as sausages and related charcuterie are absent. The value added side of meat processing requires another operation that can do that in this area." "Availability of processing" "Mobile processors"
Infrastructure grants	"Grants for building on-farm value added processing facilities." "Grants for advanced technology for small processors."
Markets	"Identifying markets." "Market development." "Market support."
Business assistance	"Help setting up operating and businesses plans for small producers." "More help for small meat producers to understand and apply for grants and loans." "Getting a business started."
USDA-inspected facilities	"More affordable USDA Meat inspectors for small meat butcher shop and processing plants." "USDA processing facility." "USDA inspection certified meat processors closer to our area. Closest is 45 minutes away." "USDA certified Processors"

TA provider survey respondent and interviewee perspectives on meat supply chain needs

We asked technical assistance provider survey respondents, "From your perspective, what are the 1-3 most important technical assistance priorities the Northwest and Rocky Mountain Regional Food Business Center should invest in to support meat businesses and supply chains in your service area?" Figure 70 displays primary topics that emerged from this open-ended question, and Table 29 provides example responses organized by theme. Appendix A provides a list of all unedited responses.

FIGURE 70 | Primary topics from TA provider survey open-ended responses related to meat supply chain TA priorities (n=48)

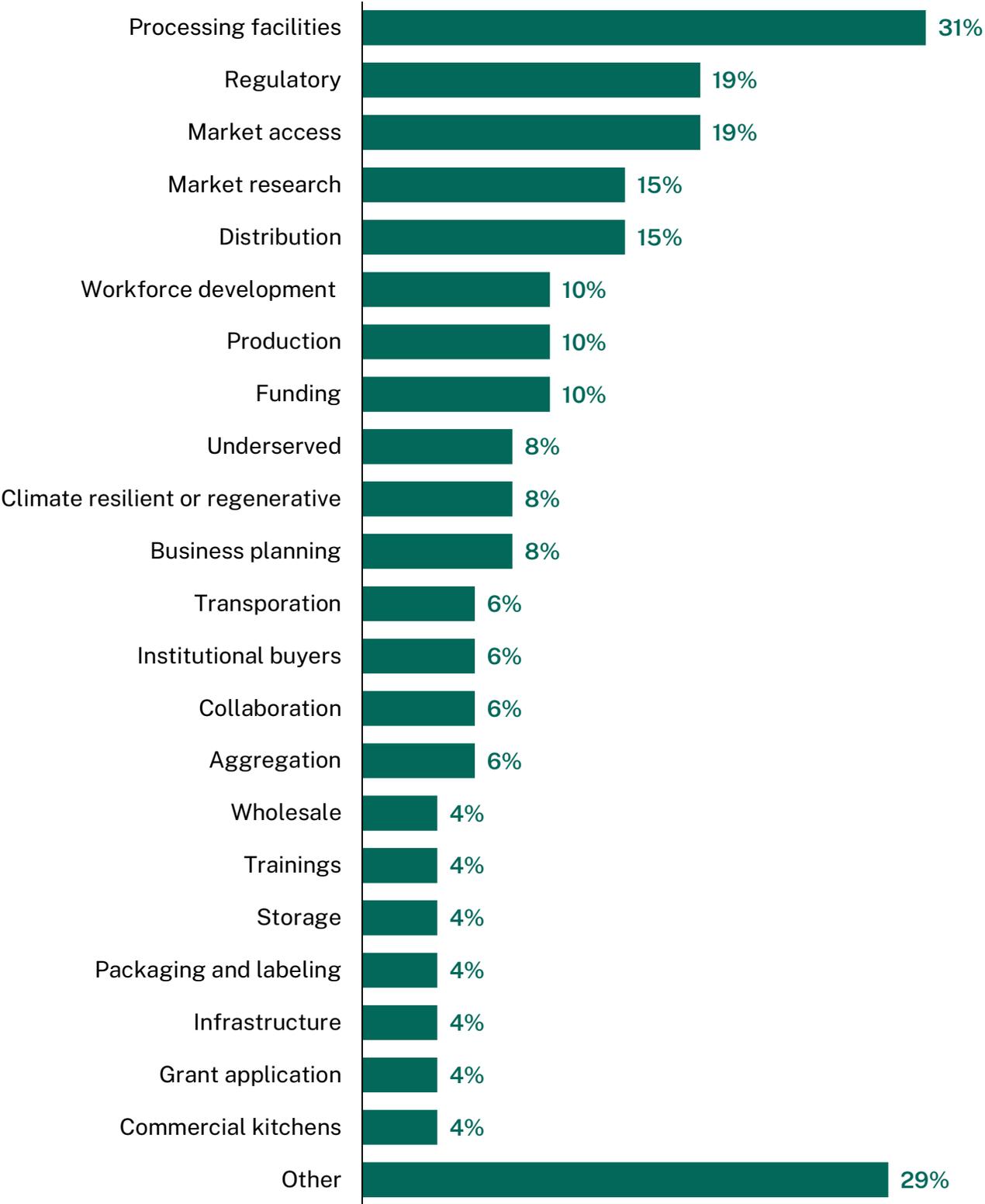


TABLE 29 | Primary themes from TA survey responses related to the top TA priorities to support meat businesses and supply chains (n=48)

Theme	Summary	Example quotes
Distribution	<i>Support for distribution</i>	"Distribution: Make it easier for small business to get meat products from distributors." "Distribution and marketing of final product beyond the Meat Depot/local efforts - a joint meat marketing system would be great (a cooperative perhaps)."
Funding	<i>Financial resources for developing supply chain</i>	"There is technical assistance available- it is the funding for infrastructure development that is lacking." "Funding and fund development." "Equipment funding/Lean manufacturing techniques."
Market access	<i>Helping producers find and enter markets</i>	"Understanding access to market premiums." "Accessing Markets." "Increased business planning support for small ranchers/meat businesses (esp. BIPOC-owned) to increase price competitiveness and access new markets."
Market research	<i>Helping producers identify potential markets</i>	"Identify niche markets for product marketing." "Market pricing tools or resources." "Supporting producers in navigating market potential (e.g. What will customers buy regularly)."
Processing facilities	<i>Meat processing facilities</i>	"Community based, owned, and governed processing facilities." "Developing small scale USDA processing facilities." "Processing facilities: Help establish relationships with local meat processing centers." "Small processing accessibility."
Regulatory	<i>Help navigating and understanding regulations</i>	"Improve education regarding regulation standards." "Understanding regulations." "Help navigate both local and federal regulations." "Assist those projects with whatever they need to wade through the regulatory process."
Workforce development	<i>Addressing labor shortage in meat supply chain</i>	"Workforce development" "...meat cutters for more value-added production." "Butcher training."

Key informant interviewees that provide TA to livestock producers and meat processors were also asked during individual interviews about the primary issues and barriers facing their clients and the regional meat supply chain. Table 30 summarizes their responses by theme. The most common topic mentioned was the need for workforce development. Other themes include food security concerns, lack of processing infrastructure, the need for increased marketing assistance, and waste management.

TABLE 30 | Primary themes from key informant interviews related to regional meat supply chain issues and barriers (n=15)

Theme	Example quotes
Workforce development	<p>"Yeah. I think it'd be cool for USDA to figure out some type of workforce program before creating some other type of grant for meat capacity. You can't have meat capacity without people to inspect it."</p> <p>"I think honestly, more investment in training, butchery training, animal handling training, both for farmers and processors so we can humanely handle animals."</p> <p>"One thing about these farm-to-institution and farm-to-school and different programs like that, it's really difficult for small and medium-sized farmers and ranchers to access those because of a longstanding agricultural labor issue we have. And so, most of our farms...can't produce at a level to be able to sell to institutions."</p> <p>"Good management, I can't put enough emphasis on people. We have to have good workers that are willing to do that work consistently every day. We have to have good managers that are sticking with the project. High turnover is really hard on any project, especially food processing. If you have a high turnover, especially in managers, we see a lot of challenges in that, and you're constantly retraining somebody, so you can't get to profitability or even break-even status when you're constantly turning over people. We have to have some good continuous personnel for that business to be sustainable."</p>
Processing	<p>"We get very few inquiries now from startups with the exception of some tribes that are wanting to look into processing, but most people have come to their senses and realize that it's not a good time right now to open up new processing facilities. So now we are doing a lot more triage. My team is focusing on trying to keep people in business...So that's kind of where our energy has changed."</p> <p>"They need processing facilities.... They need to have better processing than what we have now is basically sending it out of state and getting on a long waiting list and paying a lot of money. So, if we get local processing, that would really help our farmers and ranchers."</p>

Theme	Example quotes
Food security	<p>"There are more tribes in 2024 looking at food security projects than there were in 2023...It's been a steady increase in tribal food production. Where we were back in '16 and '17 is a pretty phenomenal increase to where we are today. Today, we have about a dozen tribal meat processing plants that are operational, and I project that over the next five years we'll have another 50."</p> <p>"I think we see a lot of emphasis in rural America and food security as well for the community and wanting to see that connection of production to consumption, and now that meat to market offers that, but there's the need for...a different type of business structure and it is running different. It's running a separate business under the same umbrella, and so you have producers who are really good at producing, but to engage in that direct market access opportunity there, that's a whole new learning curve. So basically, you need a full course, which is why we did that and emphasize that."</p> <p>"[It] gets frustrating sometimes where I think the small and medium supply processors can be overlooked on the bigger picture from some of these funding sources when we see them as crucial to our small communities, because that is where they go to, they raise the cattle, that's where they go to butcher it to feed their families for the year."</p>
Marketing and certifications	<p>"We've done a couple webinars on third-party certifications... The interest kind of ebbs and flows. Some labels are popular for a while and then they kind of get replaced by something else. And right now, it seems to be regenerative is the buzzword, but yet there's no certification for it. And it just is a word that doesn't really mean anything. Seems to have replaced the generic word natural, which also doesn't mean anything. So, I don't know. I think a lot of producers don't want, and processors don't want to pay for additional certification if it's not going to get them any new market share. And I think consumers are kind of confused right now and rightfully so. I don't really know what to say around certifications. I think if you are going to wholesale where you're not interacting with the end consumer certifications probably are important to kind of tell your story since you don't get to tell the story yourself. But if you're direct marketing, you can tell that story. And I don't think certifications are as important in that regard."</p>
Waste management	<p>"Waste management is definitely an issue, and I wish more people would see, I wish more funders would see waste management as a part of the supply chain because...that would be, I think, a case for the Climate Smart group because it's all about efficiencies and food handling safety and not wasting anything."</p>

Fish and Aquaculture

While the Center's priority of expanding the capacity of protein supply chains is focused on livestock, a few interviewees involved in meat supply chains emphasized the importance of including fish and aquaculture in future technical assistance and funding priorities. Interviewees specifically called attention to the relevance of fish and seafood in the Northwest and Rocky Mountain region:

"There's still the question of fish and seafood. I know in Idaho they have farmed trout. Obviously in Oregon, Washington, they have wild-caught fish as well as shellfish. And then the Rocky Mountains, they mostly have farmed trout, and the wild-caught fish definitely intersects with some of the tribal economic development. We haven't quite figured out if there's a role for us to play there. We definitely don't have any expertise in that realm and wonder if we should carve out a little bit of money for a partner organization who focuses on fish. Probably mainly on the processing and marketing side of fish. So that's still kind of an open question. I just got an inquiry the other day from someone in Washington from one of their Sea Grant programs, so I'm kind of like...should we create some actual programming around fish and seafood? So that's probably one unanswered question when it comes to protein."

Other interviewees explained the economic importance of seafood in the region, saying

"...anywhere near Puget Sound or Willapa Bay, it's huge seafood shellfish production makes a gigantic contribution. It's the biggest single production system in basic sales of any sort of farming type in Thurston County.... I would definitely say that I think from my limited perspective that it's an under-supported industry, especially in comparison to how much we love oyster bars."

"It just astounds me that you could be sitting at a restaurant on the coast of Washington looking out at the ocean, having seafood that is brought in from New England or Maine or something, and there's fishermen right outside the window. So, I've never quite understood that, but so that's why I mentioned seafood because nobody touches seafood or shellfish, and...those are huge parts of the Washington economy, huge economic drivers. And the focus there has been on very large corporate scale producers, the big harvesters, the big commercial harvesters, which do a lot of damage in the way they harvest seafood. So, it's those small and diversified little mom and pop farms and oyster beds and fishing operations owner on board fishing operations that lend strength and diversity to that seafood economy and are overlooked and just really struggling and aging out."

Interviewees also mentioned the importance of seafood to Tribal communities:

"I think that's what we want to shove down the USDA's throat is...it is always overlooked over here and it's to northwest communities, tribal communities. It's such a staple of who we are as a people. And there's not a lot of folks out here that want to do bison or beef ranching. They are fishermen and we have a lot of fishermen up here, so how do we support them in all of this work too? And so, we are gathering some of that from fishermen that

want to participate and they're just like, how do we get to a point where we can sell our fish for at fair market price?"

"And then of course, tribal perspectives...I mean, seafood's a major part of their diet and history and culture."

Creating diverse markets for climate-resilient agriculture

This section summarizes Idaho-specific findings related to the NWRM RFBC’s Creating Diverse Markets for Climate-Resilient Ag core area, which is focused on “supporting the development and expansion of markets for climate resilient cropping systems producing grains, pulses, and other row crops across the NW Mountain region.”⁵ We also completed an extensive region-wide assessment for this core area, which is available as a separate report.

US Agricultural Census field crop data

Farms producing common grains

Table 31 shows the number and percent distribution of barley, corn (for grain), durum wheat, spring wheat, and winter wheat production in Idaho by substate region. Half of Idaho’s 1,322 farms that grow barley and 50% of the 918 farms that grow spring wheat are in the East region. Fifty-six percent of the 648 farms that grow corn (for grain) are in the Southwest region.

Table 32 shows the number of farms that grow and acres of barley, corn (for grain), oats, durum wheat, spring wheat, and winter wheat in Idaho in 2022 by substate region and county. Winter wheat is the most grown grain, followed by barley, spring wheat, corn (for grain), and durum wheat. Ninety-two percent of durum wheat – the primary grain used to make pasta – in the Center’s six-state region is grown in northern Montana. Montana has 647 farms and 635,317 acres of durum wheat in contrast to Idaho’s 50 farms and 3,882 acres.

TABLE 31 | Number and percent of farms that grow common grains by type in Idaho by substate region, 2022. For example, 50% of Idaho’s 1,322 farms that grow barley are in the East region.

Region	Barley		Corn (for grain)		Durum wheat		Spring wheat		Winter wheat	
	Farms	%	Farms	%	Farms	%	Farms	%	Farms	%
Idaho State	1,322	100%	648	100%	50	100%	918	100%	1,706	100%
East	657	50%	73	11%	32	64%	462	50%	500	29%
North	146	11%	4	1%	2	4%	191	21%	469	27%
South Central	463	35%	211	33%	6	12%	156	17%	343	20%
Southwest	56	4%	360	56%	10	20%	109	12%	394	23%

⁵ <https://nwrockymountainregionalfoodbusiness.com/climate/>

TABLE 32 | Number of farms and acres operated that produce select grains in Idaho by substate region and county, 2022

	County	Barley		Corn (for grain)		Durum wheat		Spring wheat		Winter wheat	
		Farms	Acres	Farms	Acres	Farms	Acres	Farms	Acres	Farms	Acres
	Idaho State	1,322	538,504	648	121,339	50	3,882	918	312,177	1,706	732,586
East	East total	657	344,207	73	12,702	32	3,808	462	231,582	500	273,025
	Bannock	12	2,060	*	*	*	*	16	13,791	26	13,106
	Bear Lake	20	3,633	7	117	*	*	13	6,250	8	774
	Bingham	56	23,025	5	2,386	3	1,500	76	40,681	111	94,507
	Bonneville	91	60,907	9	1,064	7	(D)	48	27,612	57	(D)
	Butte	21	3,981	7	982	1	(D)	8	(D)	14	4,779
	Caribou	65	53,200	1	(D)	4	144	33	16,643	50	26,757
	Clark	5	4,799	1	(D)	*	*	8	5,792	3	1,465
	Custer	5	610	*	*	*	*	7	(D)	*	*
	Franklin	45	3,179	14	929	3	502	13	450	43	10,962
	Fremont	103	74,679	*	*	4	852	49	28,560	35	7,762
	Jefferson	91	39,633	14	1,801	3	135	37	13,838	27	10,538
	Lemhi	3	386	*	*	*	*	*	*	*	*
	North	North total	146	26,880	4	(D)	2	(D)	191	41,703	469
Benewah		4	588	*	*	*	*	9	5,892	24	25,544
Bonner		4	240	*	*	*	*	4	242	*	*
Boundary		12	2,222	2	(D)	*	*	19	2,405	28	13,500
Clearwater		1	(D)	*	*	*	*	2	(D)	8	(D)
Idaho		32	3,864	1	(D)	*	*	36	7,462	107	51,775
Kootenai		5	795	*	*	*	*	4	567	12	7,616
Latah		41	7,928	*	*	*	*	57	15,851	117	73,645
Lewis		27	6,756	1	(D)	*	*	21	9,284	78	67,107
Nez Perce		20	4,487	*	*	2	(D)	39	(D)	95	74,310
Shoshone		*	*	*	*	*	*	*	*	*	*
South Central	South Central	463	162,588	211	47,516	6	(D)	156	30,677	343	79,475
	Blaine	17	15,386	*	*	*	*	1	(D)	1	(D)
	Camas	26	9,389	1	(D)	*	*	12	7,314	*	*
	Cassia	53	30,028	13	1,843	1	(D)	45	(D)	98	48,246
	Gooding	38	7,241	63	14,883	*	*	14	985	20	6,062
	Jerome	74	21,926	18	4,715	*	*	14	1,029	43	7,344
	Lincoln	19	3,172	7	1,406	1	(D)	6	2,671	14	(D)
	Minidoka	85	40,218	6	9,019	3	(D)	31	18,678	14	(D)
	Twin Falls	151	35,228	103	15,650	1	(D)	33	(D)	153	17,823
Southwest	Southwest	56	4,829	360	61,121	10	74	109	8,215	394	66,589
	Ada	4	104	17	3,130	3	29	12	667	29	5,365
	Adams	*	*	1	(D)	*	*	*	*	*	*
	Boise	*	*	*	*	*	*	*	*	*	*
	Canyon	29	1,043	169	23,758	*	*	66	5,770	195	33,011
	Elmore	5	2,350	15	7,377	2	(D)	11	(D)	16	8,180
	Gem	5	602	31	3,254	3	45	7	1,251	24	1,570
	Owyhee	*	*	60	15,508	1	(D)	5	(D)	44	12,133
	Payette	3	(D)	48	5,428	1	(D)	3	(D)	56	(D)
	Valley	*	*	*	*	*	*	*	*	*	*
Washington	10	730	19	2,666	*	*	5	527	30	6,330	

Farms producing less-common grains

Table 33 shows the number of farms and acres operated of emmer and spelt, oats, sorghum, and triticale in Idaho by substate region and county in 2022. Of these less-common grains, oats are the most grown in Idaho with 115 farms operating 8,776 acres in 2022. No Agricultural Census data is available for Idaho for proso millet or rye (596 farms grow millet in the Center’s six-state region and 96% of them are in Colorado; 76 farms in the six-state region grow rye and most are in Oregon and Colorado).

TABLE 33 | Number of farms and acres operated that produce less-common grains by substate region and county, 2022

	County	Emmer & spelt		Oats		Sorghum		Triticale	
		Farms	Acres	Farms	Acres	Farms	Acres	Farms	Acres
	Idaho State	4	(D)	115	8,776	5	(D)	26	1,920
East	East total	3	(D)	21	2,217	*	*	7	(D)
	Bannock	*	*	1	(D)	*	*	*	*
	Bear Lake	*	*	*	*	*	*	2	(D)
	Bingham	*	*	5	171	*	*	*	*
	Bonneville	*	*	3	(D)	*	*	2	(D)
	Butte	*	*	*	*	*	*	*	*
	Caribou	*	*	9	2,046	*	*	*	*
	Clark	3	(D)	*	*	*	*	*	*
	Custer	*	*	*	*	*	*	*	*
	Franklin	*	*	*	*	*	*	2	(D)
	Fremont	*	*	*	*	*	*	*	*
	Jefferson	*	*	1	(D)	*	*	*	*
	Lemhi	*	*	*	*	*	*	*	*
	Madison	*	*	1	(D)	*	*	*	*
	Oneida	*	*	*	*	*	*	1	(D)
	Power	*	*	*	*	*	*	*	*
Teton	*	*	1	(D)	*	*	*	*	
North	North total	*	*	57	4,037	*	*	*	*
	Benewah	*	*	2	(D)	*	*	*	*
	Bonner	*	*	4	275	*	*	*	*
	Boundary	*	*	8	289	*	*	*	*
	Clearwater	*	*	*	*	*	*	*	*
	Idaho	*	*	14	501	*	*	*	*
	Kootenai	*	*	7	545	*	*	*	*
	Latah	*	*	3	89	*	*	*	*
	Lewis	*	*	16	2,183	*	*	*	*
	Nez Perce	*	*	3	155	*	*	*	*
	Shoshone	*	*	*	*	*	*	*	*
South Central	South Central total	1	(D)	23	1,284	*	*	9	1,214
	Blaine	*	*	*	*	*	*	*	*
	Camas	*	*	2	(D)	*	*	*	*
	Cassia	*	*	11	839	*	*	*	*
	Gooding	*	*	3	420	*	*	3	221
	Jerome	*	*	*	*	*	*	1	(D)
	Lincoln	1	(D)	2	(D)	*	*	*	*
	Minidoka	*	*	3	25	*	*	*	*
Twin Falls	*	*	2	(D)	*	*	5	993	
Southwest	Southwest total	*	*	14	1,238	5	(D)	10	706
	Ada	*	*	*	*	*	*	2	(D)
	Adams	*	*	*	*	*	*	*	*
	Boise	*	*	*	*	*	*	*	*
	Canyon	*	*	3	(D)	4	(D)	4	155
	Elmore	*	*	2	(D)	*	*	3	551
	Gem	*	*	1	(D)	*	*	*	*
	Owyhee	*	*	1	(D)	1	(D)	1	(D)
	Payette	*	*	*	*	*	*	*	*
	Valley	*	*	5	1,238	*	*	*	*
Washington	*	*	2	(D)	*	*	*	*	

Farms producing pulses

Table 34 shows the number of farms and the number of acres producing pulses in Idaho by type, substate region, and county in 2022. In terms of acres grown, chickpeas are the most grown type of pulse in Idaho, followed by dry beans, dry peas, and lentils. Ninety-seven percent of farms that grow chickpeas, 96% of farms that grow lentils, and 61% of farms that grow dry peas are in the North region. Sixty-five percent of farms growing dry beans are in the South Central region.

TABLE 34 | Number of farms and acres operated that produce pulses by type in Idaho by substate region and county, 2022

	County	Chickpeas		Dry beans		Dry peas		Lentils	
		Farms	Acres	Farms	Acres	Farms	Acres	Farms	Acres
	Idaho State	146	57,792	227	31,992	155	23,558	54	13,279
East	East total	2	(D)	6	1,121	11	300	2	(D)
	Bannock	*	*	*	*	*	*	*	*
	Bear Lake	*	*	*	*	*	*	*	*
	Bingham	*	*	1	(D)	*	*	*	*
	Bonneville	*	*	*	*	2	(D)	*	*
	Butte	*	*	*	*	*	*	*	*
	Caribou	*	*	*	*	1	(D)	*	*
	Clark	*	*	*	*	*	*	*	*
	Custer	*	*	*	*	*	*	*	*
	Franklin	1	(D)	1	(D)	1	(D)	*	*
	Fremont	*	*	*	*	3	300	*	*
	Jefferson	*	*	*	*	1	(D)	*	*
	Lemhi	*	*	*	*	*	*	*	*
	Madison	*	*	1	(D)	*	*	1	(D)
	Oneida	*	*	*	*	*	*	*	*
	Power	1	(D)	3	1,121	2	(D)	1	(D)
Teton	*	*	*	*	1	(D)	*	*	
North	North total	141	57,792	12	2,260	95	20,612	52	13,279
	Benewah	7	5,760	*	*	3	216	5	2,125
	Bonner	*	*	*	*	*	*	*	*
	Boundary	1	(D)	*	*	3	495	*	*
	Clearwater	1	(D)	*	*	*	*	2	(D)
	Idaho	8	1,411	1	(D)	4	1,237	3	827
	Kootenai	2	(D)	1	(D)	2	(D)	1	(D)
	Latah	56	21,954	5	1,262	25	4,068	24	5,688
	Lewis	24	9,859	1	(D)	11	2,609	9	1,706
	Nez Perce	42	18,808	4	998	47	11,987	8	2,933
	Shoshone	*	*	*	*	*	*	*	*
South Central	South Central total	*	*	148	21,916	32	1,840	*	*
	Blaine	*	*	*	*	*	*	*	*
	Camas	*	*	*	*	*	*	*	*
	Cassia	*	*	20	4,847	2	(D)	*	*
	Gooding	*	*	1	(D)	1	(D)	*	*
	Jerome	*	*	27	4,431	*	*	*	*
	Lincoln	*	*	2	(D)	1	(D)	*	*
	Minidoka	*	*	16	6,039	2	(D)	*	*
Twin Falls	*	*	82	6,599	26	1,840	*	*	
Southwest	Southwest total	3	(D)	61	6,695	17	806	*	*
	Ada	*	*	3	347	*	*	*	*
	Adams	*	*	*	*	*	*	*	*
	Boise	*	*	*	*	*	*	*	*
	Canyon	2	(D)	28	2,991	15	806	*	*
	Elmore	1	(D)	8	1,073	*	*	*	*
	Gem	*	*	*	*	*	*	*	*
	Owyhee	*	*	11	1,182	1	(D)	*	*
	Payette	*	*	4	491	*	*	*	*
	Valley	*	*	*	*	*	*	*	*
	Washington	*	*	7	611	1	(D)	*	*

Farms producing seeds, potatoes, and soybeans

Table 35 shows the number and percent distribution of farms that grew these crops in Idaho by substate region in 2022. Most (88%) of the canola grown in Idaho is in the North region. Seventy-six percent of sunflowers and 65% of potatoes grown in Idaho are in the East region.

Table 36 shows the number of farms and acres of canola, mustard, sunflower seeds, potatoes, and soybeans in Idaho by substate region and county in 2022. Potatoes are the most grown of these crops in Idaho. Agricultural Census data is not available in Idaho for buckwheat (49 farms in the six-state region grow buckwheat and 78% of them are in Washington).

TABLE 35 | Number and percentage of farms that grow select crops by type in Idaho by substate region, 2022. For example, 12% of Idaho’s 179 farms that grow canola are in the East region.

Region	Canola		Flaxseed		Mustard		Sunflower		Potatoes		Soybeans	
	#	%	#	%	#	%	#	%	#	%	#	%
Idaho State	179	100%	9	(D)	50	100%	10	100%	529	100%	8	(D)
East	22	12%	4	(D)	38	76%	*	*	342	65%	2	(D)
North	157	88%	*	*	4	8%	1	(D)	37	7%	1	(D)
South Central	*	*	*	*	3	6%	*	*	85	16%	1	(D)
Southwest	*	*	5	(D)	5	10%	9	787	65	12%	4	(D)

TABLE 36 | Number of farms and acres operated that produce select crops in Idaho by substate region and county, 2022

	County	Canola		Flaxseed		Mustard		Sunflower		Potatoes		Soybeans	
		Farms	Acres	Farms	Acres	Farms	Acres	Farms	Acres	Farms	Acres	Farms	Acres
	Idaho State	179	60,322	9	(D)	50	13,676	10	787	529	283,203	8	(D)
East	East total	22	3,675	4	(D)	38	12,104	*	*	342	178,791	2	(D)
	Bannock	*	*	*	*	*	*	*	*	28	(D)	*	*
	Bear Lake	*	*	*	*	*	*	*	*	*	*	*	*
	Bingham	3	378	*	*	*	*	*	*	71	55,359	*	*
	Bonneville	6	866	1	(D)	2	(D)	*	*	33	15,932	*	*
	Butte	*	*	*	*	*	*	*	*	1	(D)	*	*
	Caribou	6	781	2	(D)	12	2,068	*	*	24	(D)	*	*
	Clark	*	*	*	*	*	*	*	*	*	*	*	*
	Custer	*	*	*	*	*	*	*	*	*	*	*	*
	Franklin	*	*	*	*	*	*	*	*	1	(D)	*	*
	Fremont	3	1,050	*	*	2	(D)	*	*	51	20,309	*	*
	Jefferson	4	600	*	*	1	(D)	*	*	13	19,577	2	(D)
	Lemhi	*	*	*	*	*	*	*	*	1	(D)	*	*
	Madison	*	*	1	(D)	2	(D)	*	*	76	25,899	*	*
	Oneida	*	*	*	*	12	7,596	*	*	1	(D)	*	*
Power	*	*	*	*	6	2,440	*	*	27	38,409	*	*	
Teton	*	*	*	*	1	(D)	*	*	15	3,306	*	*	
North	North total	157	56,647	*	*	4	(D)	1	(D)	37	5	1	(D)
	Benewah	3	(D)	*	*	*	*	*	*	1	(D)	*	*
	Bonner	*	*	*	*	*	*	*	*	6	(D)	*	*
	Boundary	20	7,240	*	*	*	*	*	*	1	(D)	*	*
	Clearwater	2	(D)	*	*	*	*	*	*	3	1	*	*
	Idaho	36	11,543	*	*	1	(D)	1	(D)	*	*	*	*
	Kootenai	6	876	*	*	*	*	*	*	15	2	*	*
	Latah	31	11,210	*	*	1	(D)	*	*	7	2	1	(D)
	Lewis	23	12,426	*	*	1	(D)	*	*	*	*	*	*
	Nez Perce	36	13,352	*	*	1	(D)	*	*	4	(Z)	*	*
	Shoshone	*	*	*	*	*	*	*	*	*	*	*	*
South Central	South Central total	*	*	*	*	3	1,520	*	*	85	92,658	1	(D)
	Blaine	*	*	*	*	*	*	*	*	4	(D)	*	*
	Camas	*	*	*	*	*	*	*	*	*	*	*	*
	Cassia	*	*	*	*	3	1,520	*	*	30	30,040	*	*
	Gooding	*	*	*	*	*	*	*	*	7	3,789	*	*
	Jerome	*	*	*	*	*	*	*	*	7	9,756	*	*
	Lincoln	*	*	*	*	*	*	*	*	2	(D)	*	*
	Minidoka	*	*	*	*	*	*	*	*	20	43,274	*	*
	Twin Falls	*	*	*	*	*	*	*	*	15	5,799	1	(D)

	County	Canola		Flaxseed		Mustard		Sunflower		Potatoes		Soybeans	
		Farms	Acres	Farms	Acres	Farms	Acres	Farms	Acres	Farms	Acres	Farms	Acres
Southwest	Southwest total	*	*	5	(D)	5	52	9	787	65	11,749	4	(D)
	Ada	*	*	*	*	1	(D)	*	*	8	1	*	*
	Adams	*	*	*	*	*	*	*	*	*	*	*	*
	Boise	*	*	*	*	*	*	*	*	*	*	*	*
	Canyon	*	*	5	(D)	*	*	4	(D)	20	3,566	4	(D)
	Elmore	*	*	*	*	*	*	*	*	9	5,262	*	*
	Gem	*	*	*	*	*	*	*	*	10	9	*	*
	Owyhee	*	*	*	*	*	*	5	787	3	(D)	*	*
	Payette	*	*	*	*	4	52	*	*	15	2,911	*	*
	Valley	*	*	*	*	*	*	*	*	*	*	*	*
	Washington	*	*	*	*	*	*	*	*	*	*	*	*

US Agricultural Census conservation practices data

Table 37 defines the six conservation practices included in the 2022 US Census of Agriculture: conservation easements, no tillage, conservation tillage, reduced tillage, cover crops, and precision agriculture.

TABLE 37 | USDA NASS definition of conservation practices, 2022

Conservation practice	Definition
Conservation easements	Legal agreement voluntarily entered into by a property owner and a qualified conservation organization such as a land trust or government agency.
No tillage	Leaves 100% of the soil surface covered by crop residue after planting and does not disturb the soil.
Conservation tillage (excluding no till)	Leaves 30% or more of the soil surface covered by crop residue after planting.
Reduced tillage (excluding no till)	Leaves between 15% and up to 30% of the soil surface covered.
Cover crop	Crop planted primarily to manage soil fertility, soil quality, water, weeds, pests, diseases, or wildlife.
Precision agriculture	Practices that utilize technology to improve agricultural productivity or efficiency by connecting the practice to a digital environment for crop or livestock production.

As shown in Table 38, the most used conservation practice on Idaho's 22,877 farms is precision agriculture (12%), followed by conservation tillage (9%), no tillage (8%), cover cropping (6%), and conservation easements (2%). Below is a list of counties with notably high percentages of all farms in the region that use conservation practices:

- Of Blaine County's 203 farms, 25 (12%) have conservation easements.
- Of Lewis County's 219 farms, 66 (30%) use precision agricultural practices, 62 (28%) use no-till practices, and 46 (21%) use conservation tillage.
- Of Boundary County's 319 farms, 50 (16%) use cover crops.

Table 39 shows the number and distribution of farms implementing select conservation practices by practice and substate region.

TABLE 39 | Number and percent distribution of farms that use conservation practices in Idaho by substate region, 2022. For example, 47% of Idaho's 427 farms that have conservation easements are in the East region.

Region	Conservation easements		No tillage		Conservation or reduced tillage		Cover crop		Precision agriculture	
	#	%	#	%	#	%	#	%	#	%
Idaho	427	100%	1,798	100%	2,102	100%	1,326	100%	2,717	100%
East	200	47%	560	31%	595	28%	377	28%	894	33%
North	144	34%	568	32%	497	24%	311	23%	500	18%
South Central	36	8%	263	15%	488	23%	271	20%	709	26%
Southwest	47	11%	407	23%	522	25%	367	28%	614	23%

TABLE 38 | Number of operations and percent of all farms by type of conservation practice, 2022. For example, 427 farms in Idaho (2% of all farms in Idaho) and 24 farms in Bannock County (2% of all farms in the county) have a conservation easement.

	County	Conservation easements	No tillage	Conservation and reduced tillage	Cover crop	Precision agriculture
	Idaho State	427 (2%)	1,798 (8%)	2,102 (9%)	1,326 (6%)	2,717 (12%)
East	East total	200 (3%)	560 (7%)	595 (8%)	377 (5%)	894 (11%)
	Bannock	24 (2%)	75 (7%)	52 (5%)	38 (4%)	49 (5%)
	Bear Lake	5 (1%)	15 (4%)	15 (4%)	18 (5%)	44 (12%)
	Bingham	7 (0.6%)	61 (6%)	81 (7%)	61 (6%)	163 (15%)
	Bonneville	14 (2%)	62 (7%)	48 (5%)	34 (4%)	87 (10%)
	Butte	5 (3%)	27 (18%)	28 (19%)	6 (4%)	29 (20%)
	Caribou	18 (5%)	41 (10%)	61 (15%)	24 (6%)	59 (15%)
	Clark	4 (6%)	7 (10%)	7 (10%)	1 (1%)	9 (13%)
	Custer	11 (5%)	20 (9%)	19 (8%)	12 (5%)	12 (5%)
	Franklin	6 (0.8%)	38 (5%)	68 (9%)	43 (6%)	51 (7%)
	Fremont	18 (3%)	17 (3%)	29 (5%)	26 (5%)	83 (15%)
	Jefferson	12 (2%)	34 (5%)	58 (9%)	22 (3%)	63 (9%)
	Lemhi	14 (5%)	24 (8%)	15 (5%)	19 (6%)	13 (4%)
	Madison	14 (4%)	22 (6%)	34 (9%)	12 (3%)	95 (27%)
	Oneida	15 (3%)	59 (13%)	30 (7%)	21 (5%)	49 (11%)
	Power	6 (2%)	19 (7%)	34 (12%)	19 (7%)	60 (22%)
Teton	27 (10%)	39 (15%)	16 (6%)	21 (8%)	28 (10%)	
North	North total	144 (3%)	568 (11%)	497 (10%)	311 (6%)	500 (10%)
	Benewah	3 (1%)	27 (11%)	31 (13%)	13 (5%)	40 (17%)
	Bonner	9 (1%)	51 (6%)	56 (7%)	60 (8%)	20 (3%)
	Boundary	18 (6%)	55 (17%)	27 (8%)	50 (16%)	39 (12%)
	Clearwater	6 (2%)	24 (9%)	11 (4%)	7 (3%)	13 (5%)
	Idaho	9 (1%)	77 (11%)	94 (14%)	27 (4%)	95 (14%)
	Kootenai	22 (2%)	75 (8%)	28 (3%)	48 (5%)	34 (4%)
	Latah	61 (6%)	117 (12%)	145 (15%)	72 (7%)	128 (13%)
	Lewis	6 (3%)	62 (28%)	46 (21%)	10 (5%)	66 (30%)
	Nez Perce	10 (2%)	80 (19%)	59 (14%)	22 (5%)	65 (16%)
	Shoshone	*	*	*	2 (5%)	*
South Central	South Central total	36 (1%)	263 (7%)	488 (13%)	271 (7%)	709 (19%)
	Blaine	25 (12%)	21 (10%)	21 (10%)	22 (11%)	12 (6%)
	Camas	1 (1%)	16 (14%)	19 (17%)	7 (6%)	27 (24%)
	Cassia	1 (0.2%)	56 (10%)	92 (17%)	37 (7%)	123 (22%)
	Gooding	1 (0.2%)	49 (10%)	62 (12%)	64 (13%)	99 (20%)
	Jerome	*	22 (5%)	48 (11%)	39 (9%)	105 (23%)
	Lincoln	2 (1%)	15 (7%)	16 (7%)	9 (4%)	29 (13%)
	Minidoka	2 (0.4%)	20 (4%)	43 (9%)	12 (3%)	119 (26%)
	Twin Falls	4 (0.3%)	64 (5%)	187 (16%)	81 (7%)	195 (17%)
Southwest	Southwest total	47 (1%)	407 (6%)	522 (8%)	367 (6%)	614 (9%)
	Ada	5 (0.4%)	77 (7%)	72 (6%)	43 (4%)	56 (5%)
	Adams	8 (3%)	14 (6%)	14 (6%)	8 (3%)	8 (3%)
	Boise	*	5 (5%)	2 (2%)	*	*
	Canyon	15 (1%)	114 (5%)	212 (9%)	133 (6%)	268 (12%)
	Elmore	2 (1%)	14 (5%)	24 (8%)	17 (6%)	28 (10%)
	Gem	2 (0.3%)	65 (9%)	55 (8%)	48 (7%)	34 (5%)
	Owyhee	5 (1%)	38 (8%)	48 (10%)	41 (9%)	79 (17%)
	Payette	2 (0.3%)	46 (8%)	64 (11%)	53 (9%)	80 (14%)
	Valley	6 (4%)	12 (8%)	5 (4%)	5 (4%)	6 (4%)
	Washington	2 (0.4%)	22 (4%)	26 (5%)	19 (4%)	55 (11%)

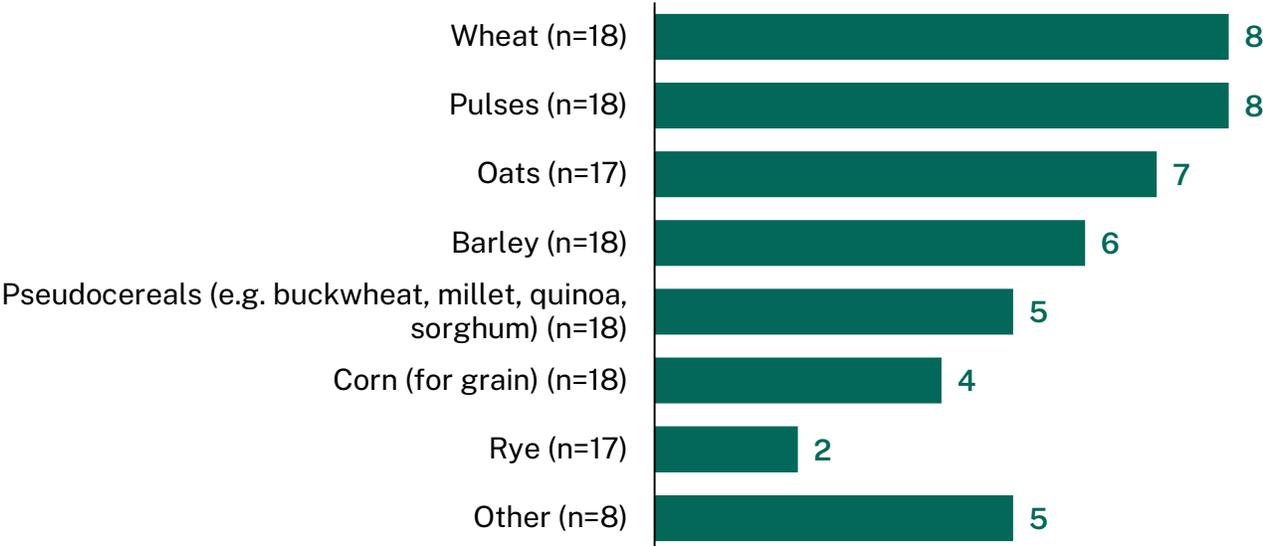
Farm and food business survey respondents who grow or process field crops

Twenty-six percent of farm and food business survey respondents who have a farm currently grow field crops (n=61) (Figure 15), 17% of respondents who have a value-added food business currently process field crops (n=42) (Figure 16), and 38% of respondents who do not already grow or process field crops said they are interested in starting a business that grows or makes value-added products from field crops (n=37) (Figure 18). If respondents currently have a business that grows or processes field crops or are interested in starting one, then they were presented with the questions reported in this section. All other respondents skipped these questions.

Crops respondents currently or desire to grow and process

Figure 71 shows the number of farm and food business survey respondents whose business grows, or processes select field crops.

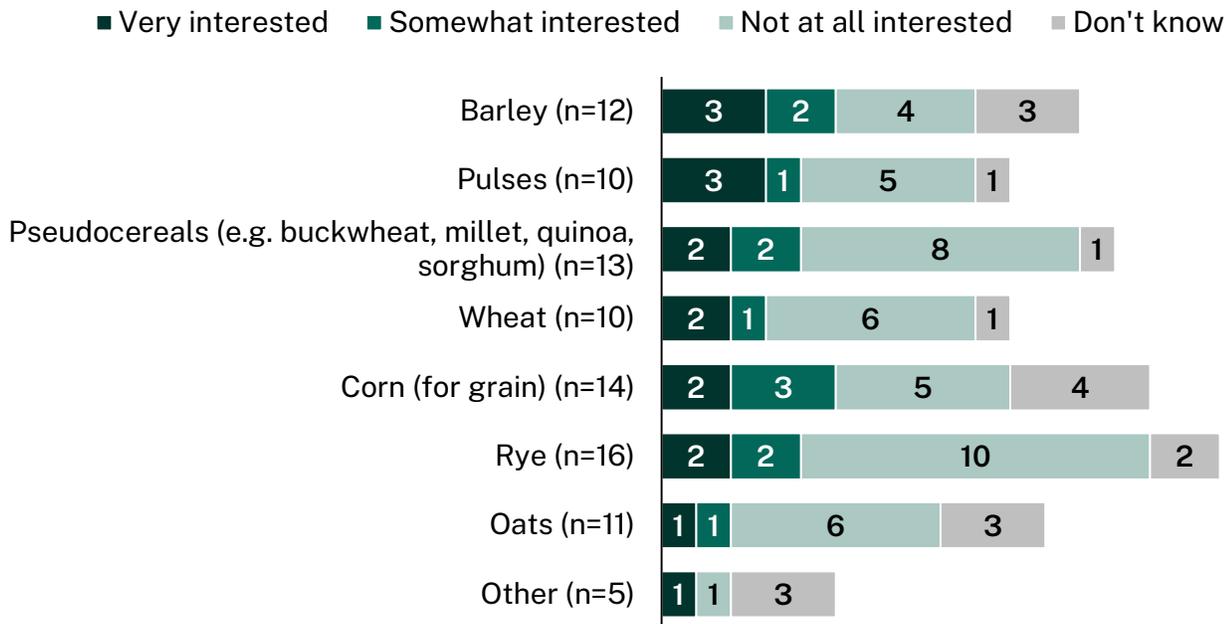
FIGURE 71 | Types of field crops grown or processed by farm and food business survey respondents



Other responses: ancient grains (korasan & spelt), canola seed, canola, sunflowers, rice, hay, safflower, mustard, flax.

Respondents were asked to indicate their level of interest in growing or processing field crops they do not already grow or process (Figure 72). In general, respondents did not show strong interest in growing new crops. The largest numbers of respondents (3) expressed the strongest interest in starting to grow barley and pulses. The two respondents who expressed interest in starting to grow or process an "other" crop did not specify which "other" crops they would like to grow or process.

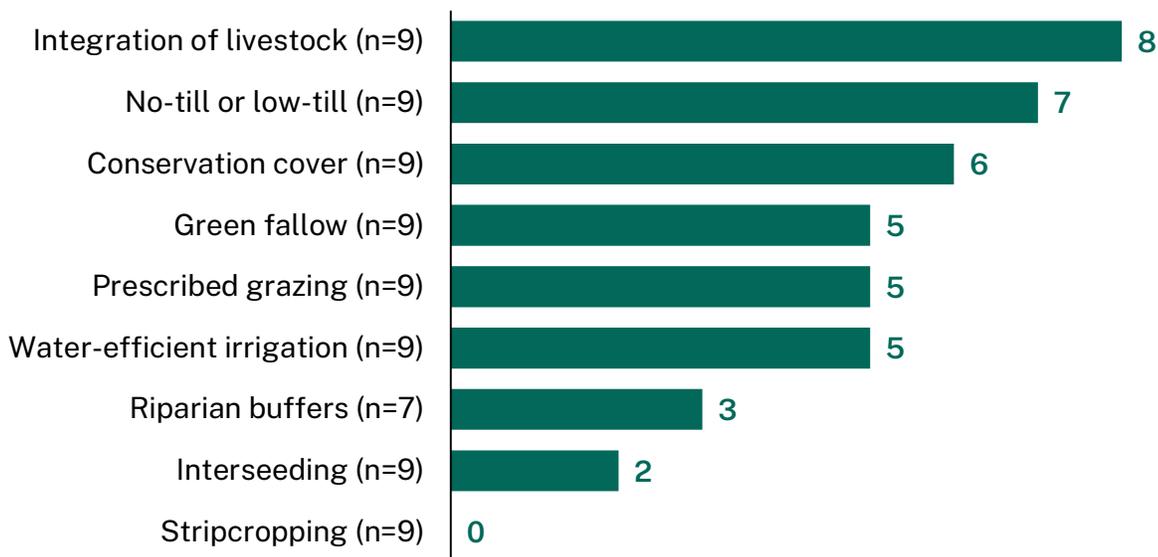
FIGURE 72 | Farm and food business survey respondents' interest in growing or processing select field crops they do not already



Conservation practices respondents use or want to use

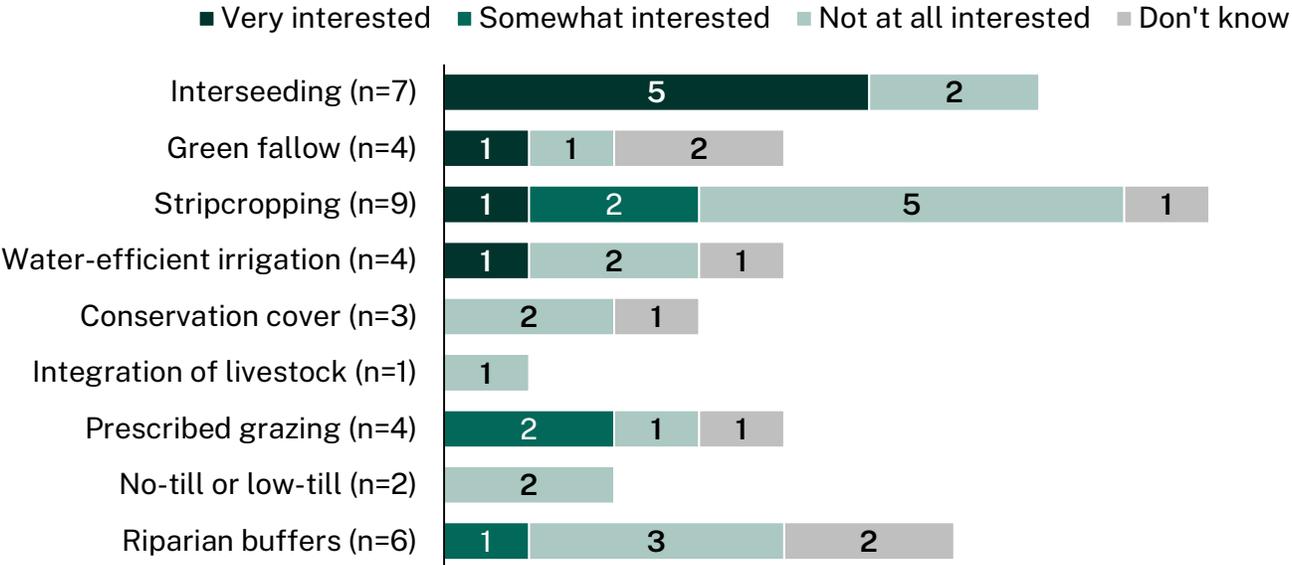
We asked respondents who farm grains, pulses, and other field crops if they currently use select conservation practices. Highlights include that eight out of nine said they currently integrate livestock into crop production, seven use no- or low-till practices, and six use conservation cover (Figure 73).

FIGURE 73 | Conservation practices used by farm business survey respondents



Survey respondents were then asked about their level of interest in adopting the conservation practices they do not already use (Figure 74). Interseeding (i.e., planting cover crops into a cash crop) stands out as a practice many respondents are not currently using but are very interested in adopting: five of the seven respondents who do not currently use interseeding are very interested and the other two are somewhat interested.

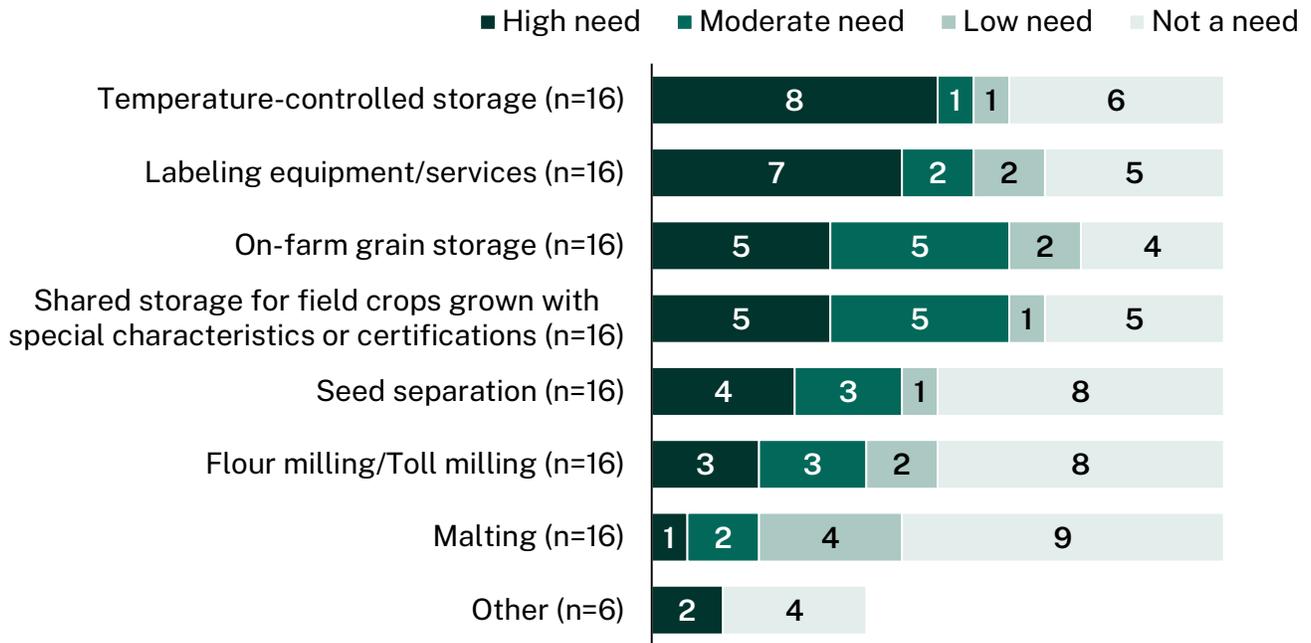
FIGURE 74 | Farm business survey respondents' level of interest in adopting conservation practices they are not using already



Need for market, infrastructure, services, and other supports for climate-resilient field crops

The farm and food business survey asked respondents how much, if at all, their business needs select infrastructure and services relevant to storing and processing field crops (Figure 75). The highest needs for the greatest proportion of respondents are temperature-controlled storage and labelling equipment/services. Ten out of 16 respondents also identified on-farm grain storage and shared storage for field crops grown with special characteristics or certifications as high or moderate needs in their areas. The lowest collective need was for malting, with only one respondent reporting it as a high need, and nine reporting it as not a need in their areas.

FIGURE 75 | How much, if at all, farm and food business respondents need select infrastructure/services for “climate-resilient” grain and pulse enterprises



Other responses: packaging and co-packers, power grid improvements

Growers may use third-party processors to turn their grains and pulses into value-added products. We asked survey respondents if their business uses any third-party processors for milling, malting, repackaging, or other processing activities (Figure 76) and, if not, how interested they would be in contracting with a third-party processor for these services (Figure 77). Nine of the 18 respondents use a third-party processor, while seven do not. Three of the seven respondents who do not already are very interested in contracting with third-party processors, and four are not interested. Table 40 lists the processors that survey respondents said they currently work with.

FIGURE 76 | Whether survey respondents use third-party processors for milling, malting, repackaging, or other processing activities (n=18)

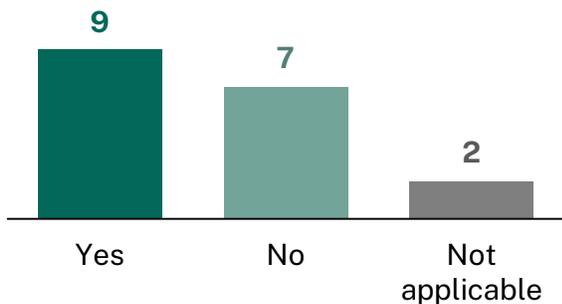


FIGURE 77 | Survey respondents' level of interest in contracting with third-party processors for milling, malting, repackaging, or other processing activities if they do not already (n=7)

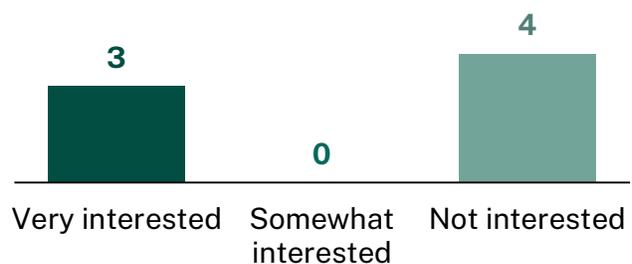
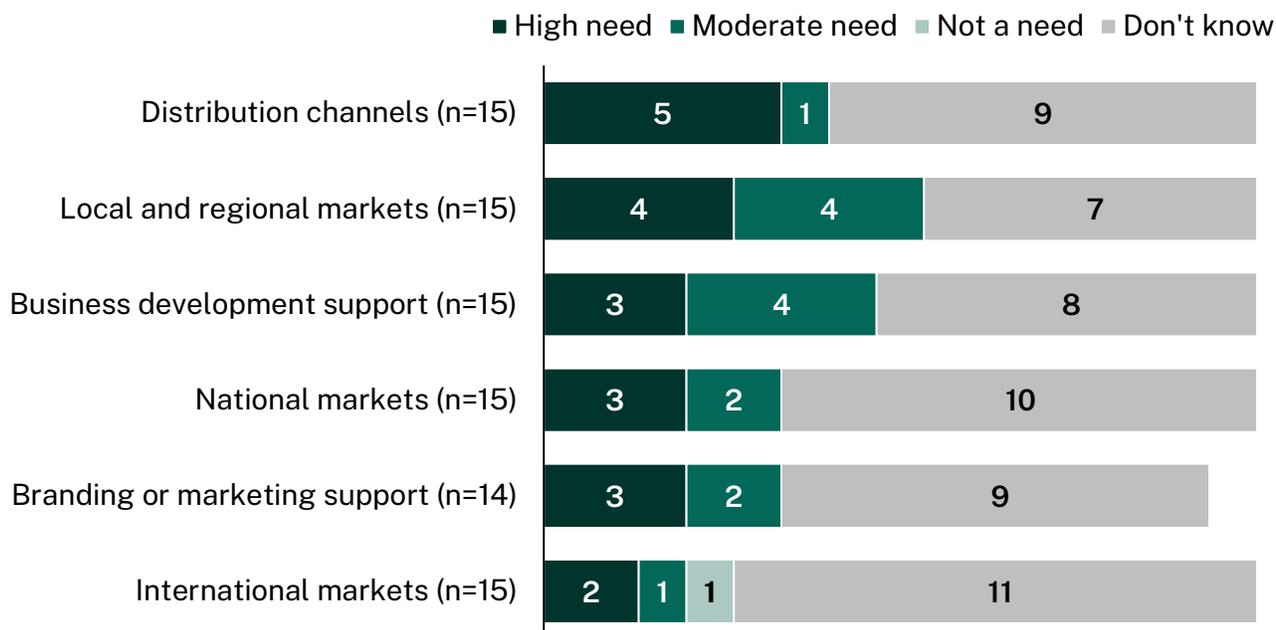


TABLE 40 | *Third-party processors that farm and food business survey respondents report using for milling, malting, repackaging, or other processing activities (unedited responses) (n=5)*

Processor
1000 Springs Mills
Ardent Mills
GF Blends, 1000 Springs Mill, MT Gluten Free
Soranco Bean
The Teff Company - Milling, packaging, distribution

We asked farm and food business survey respondents how much of a need there is to develop select markets and support for “climate-resilient” grain and pulse growers/processors in their area (Figure 78). Many of the respondents indicated they do not have an informed judgement of these topics, answering “don’t know.” One respondent said there is not a need to develop international markets, which was the only “not a need” response; all other respondents who did not say “don’t know” said there is a moderate or high need for all markets, distribution, and other supports presented. Five out of 15 respondents reported a high need to develop distribution channels and eight reported a high (4) or moderate (4) need to develop local and regional markets.

FIGURE 78 | *Farm and food business survey respondents' estimation of the level of need for markets and other support for climate-resilient grain and pulse growers/processors in their area*



Farm and food business survey respondents were asked, "From your perspective, what are the 1-5 most important technical assistance, infrastructure development, supply chain, or market

development priorities the Center should invest in to support the success of businesses that grow or process "climate resilient" grains and pulses?" Table 41 presents all responses by theme.

TABLE 41 | *What farm and food business survey respondents think are the most important technical assistance, infrastructure development, supply chain, or market development priorities the Center should invest in to support businesses that grow or process climate-resilient grains and pulses (n=7)*

Theme	Responses
Broker	<p>"Marketers that small companies can all share to help get their products to the next level."</p> <p>"A common and shared broker or sales rep that can develop relationships with all the regional partners for climate-resilient crops."</p>
Equipment and infrastructure	<p>"Assist mills, cleaners and co-packers with packaging equipment."</p> <p>"Access to segregated processing."</p> <p>"Assist more mills to process grains close to where they are grown."</p>
Institutional markets	<p>"Help getting school districts involved in supporting CR [climate resilient] local products in forms that they can readily use."</p> <p>"Better connections to restaurants, university food programs and retirement communities."</p>
Marketing and matchmaking	<p>"A platform to bring innovators, farmers, breeders, agronomy and markets together to reduce the friction in getting climate-resilient crops into the market."</p> <p>"More co-packers/millers/malters or create a list of all to give more options."</p> <p>"Help Food Hubs expand and give them grants to allow them to get more CR products get to market."</p>
Other	<p>"Regional adaptation of seeds."</p> <p>"FIBC cleaning, reuse, recycling operations, comparing facility relocation, additional facilities vs transportation carbon costs, public education regarding decreasing land and water (i.e., value and necessity for resilient ag)."</p> <p>"Continued Food Safety training and follow-up."</p>

Survey respondents were also asked to briefly describe the primary challenges they experience that impact their ability to grow, process, or sell "climate-resilient" grains and pulses. Table 42 displays their responses organized by topics and themes. Two respondents mentioned that buyer and consumer education is needed to increase demand and build the market for these unique products. Two other respondents mentioned that greenwashing from larger companies threatens the integrity of their own marketing efforts.

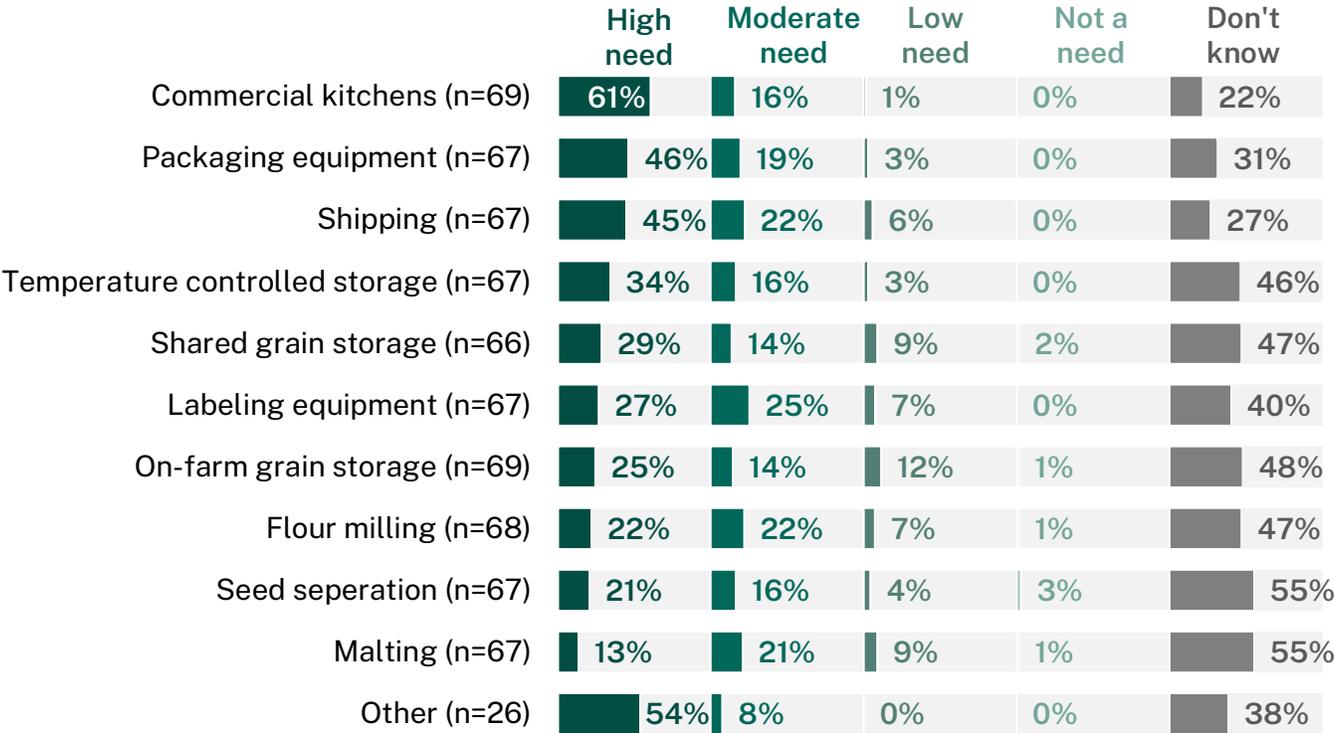
TABLE 42 | Primary challenges that farm and food business survey respondents experience that affect their ability to grow, process, or sell climate-resilient grains and pulses (n=7)

Theme	Responses
Cost	"Cost prohibitive."
Climate	"I'm not sure what climate-resilient grains and pulses would be. We grew garbanzo beans this last season and had a total crop failure due to weather, irrigation knowledge and weeds that got out of control."
Consumer education	"Customers want it but getting the people in between the growers/processors and the consumer to understand what that means and the market premium." "Lack of marketing and sales strategy support is a big deal for us because there is a large degree of education that needs to be woven into the strategy for commercialization of these crops/products. It is not as easy as marketing something else..."
Greenwashing	"Everyone else is green washing." "Green-washing of the term climate resilient."
Resource-intensive systems	"Transportation and packing is resource intensive and carbon based."

TA survey respondents' assessment of supply chain and TA needs for climate-resilient grains and pulses

We also asked TA provider survey participants, "When it comes to developing local and regional supply chains for climate-resilient grains and pulses, how much of a need is there to increase the following infrastructure in your service area?" (Figure 79). Many TA survey respondents indicated they did not have an informed judgement of some of the items we asked them to evaluate, answering "don't know." The highest need from the perspective of the largest proportion of TA provider respondents is for commercial kitchens followed by packaging equipment, shipping, and temperature-controlled storage.

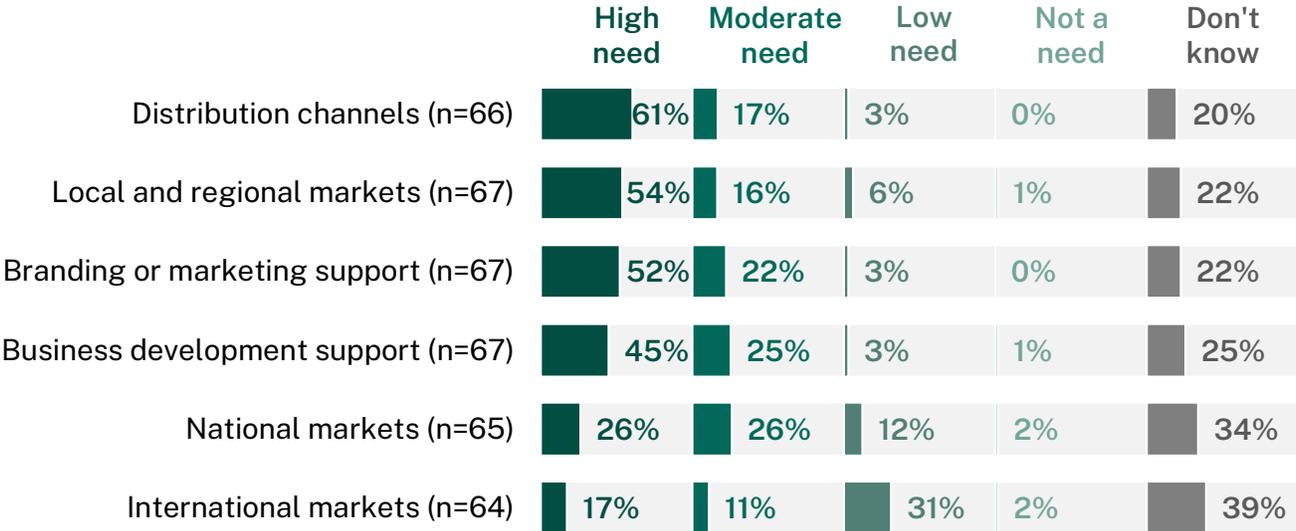
FIGURE 79 | Technical assistance provider survey respondents' view of infrastructure needs for local and regional climate-resilient grains and pulses in their service area



Other responses: Co-packing plant (2), feed mills, delivery, distribution (3), food processing, greenhouses, manufacturing, mid-chain activities like oat-steaming and grain dehulling, organic-specific transportation, outreach and engagement, real estate, research and development of consumer demand, transportation (2).

Similarly, we asked TA providers to characterize the need for business and marketing support specific to climate-resilient grain and pulse products in their service area. The majority of respondents said there is a moderate or high need to develop all of the markets and supports presented, with the exception of international markets for which 31% said there is low need and 39% said they “don’t know” (Figure 80). The highest needs from the perspective of the greatest proportion of TA respondents are distribution channels, local and regional markets, and branding and marketing support.

FIGURE 80 | *Technical assistance provider survey respondents’ perspectives on business and supply chain needs for developing local and regional supply chains for climate-resilient grains and pulses*



TA respondents collectively see relatively less need to develop national and international markets for climate-resilient field crops; however, as we similarly pointed out in the “Developing Diverse Markets for Climate Resilient Agriculture: A Regional Assessment of Technical Assistance Assets and Needs” (2025) report, exploring and developing national and international supply chain relationships for “climate-resilient” products could be equally important. Idaho has the capacity to raise an enormous volume of grains, pulses, and other field crops. Maximizing the number of producers who adopt “climate-resilient” practices will require market pathways that can collectively accommodate the volume and reward producers’ efforts. Some of those markets and supply chains may be found or created with value-aligned partners based outside the Center’s region. For example, Japanese noodle makers seeking to authentically market their own products as environmentally superior to their competitors’. Matchmaking, for example, through events, can help connect producers to the buyers best suited to their unique products and scale. Often connecting the producer to the buyer is the foundation from which they can arrange distribution and other intermediaries, if needed, to complete the specific supply chain. A TA survey respondent also articulated this point:

I also do feel like there's a gap between the markets that much of the wheat grown in the Palouse goes into in Asia, such as Japan and China. If there was a way to further facilitate a dialogue with those buyers and get them interested in sourcing a value-added commodity (such as Salmon-Safe or Farmed Smart wheat), that would strike me as a way to get more climate resilient practices on the landscape. It would also open up other opportunities to sell products domestically to other high value markets, but would at least elevate growing practices ideally to a higher and more comprehensive level of stewardship. I think further facilitating conversations with farmers and retailer buyers is key. Any forum in which these people can get in a room with one another would be fantastic to foster a dialogue to ultimately get their crops purchased. (TA provider survey respondent)

We asked technical assistance provider survey respondents, "From your perspective, what are 1-3 technical assistance priorities the NWRM RFBC should invest in to strengthen business viability and overcome barriers to market access and expansion for climate-resilient grains and pulses in your service area?" Figure 81 shows primary themes and topics that emerged from this open-ended question, Table 43 provides example responses organized by theme, and all unedited responses are available in Appendix A.

FIGURE 81 | Primary themes of technical assistance priorities for climate-resilient grains and pulses from TA provider survey responses (n=36)

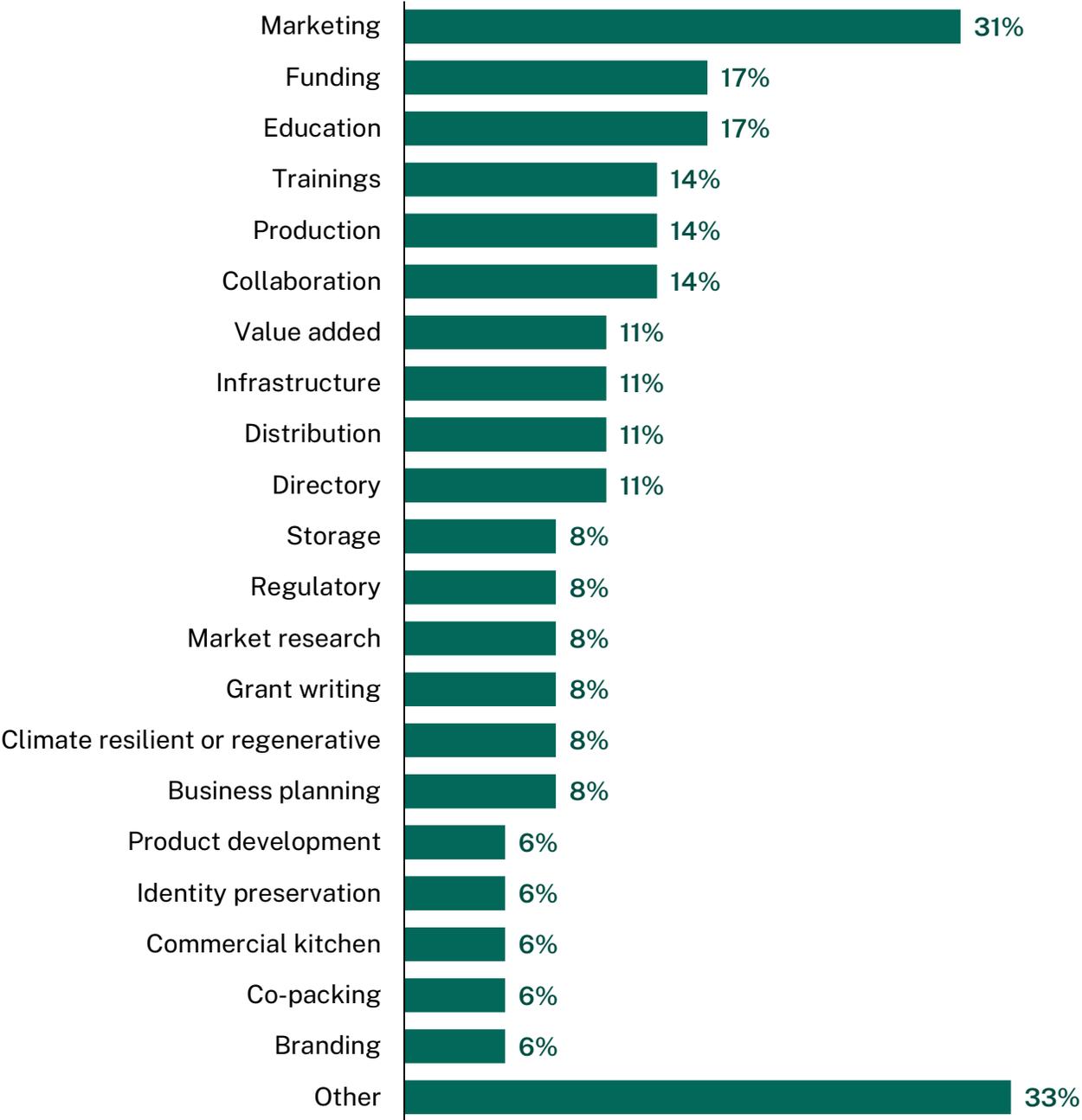


TABLE 43 | *Primary themes of technical assistance priorities for climate-resilient grains and pulses from TA provider survey responses (n=36)*

Theme	Example quotes
Marketing	<p>"Cooperative marketing (e.g., social media marketing)."</p> <p>"Develop marketplace and increase buying community (demand side forces)."</p> <p>"Marketing and promotion."</p>
Funding	<p>"Helping them find funding sources."</p> <p>"Increase support for those already providing technical support financially, whether in grant writing or providing those funds."</p> <p>"Expand business builder grant funding pool significantly (not quite the answer to your question, but seems like the pool needs to be way bigger). Invest in further exploration of supply chain developments/processing for things such as kernza, Triticale, naked barley, and other climate-friendly grains."</p>
Education	<p>"Education & Marketing - how can we collaborate to get messaging out about benefits and value-ad of locally sourced grains?"</p> <p>"Increase in educational resource materials."</p>
Trainings	<p>"Training for institutions (culinary) on how to integrate these items."</p> <p>"Train the trainer and mentor the mentor scenarios."</p> <p>"Technology Training Initiatives for Producers (e.g. Eat Drink Washington County)."</p>
Production	<p>"Production training and support."</p> <p>"Agronomy."</p> <p>"Help with discovery of climate resistant grains and benefit of producing them."</p>
Collaboration	<p>"Connect organizations such as ours to systems that are working and those already there in order to increase understanding that can be passed down to those needing it."</p> <p>"Build strategy with SBDC state and local."</p> <p>"Networking & Collaboration."</p>
Directory	<p>"Support a directory of existing businesses to increase visibility to consumers and wholesale buyers."</p> <p>"Assessment and mapping of interested farmers or farmers already producing these crops."</p>

Technical assistance provider survey respondents were also asked " From your perspective, what are the most important next steps needed to increase coordination across producers, processors, distributors, and buyers of climate-resilient grains and pulses in your service area?" Table 44 summarizes topics and themes that emerged from this open-ended question and all responses are included in Appendix A.

TABLE 44 | Primary themes for increasing coordination within climate-resilient grain and pulse supply chains from TA provider survey responses (n=48)

Theme	Summary	Example quote(s)
Build demand	<i>Develop markets for these crops by stimulating market demand</i>	"Aligning supply/production of products with the process of influencing large-scale (institutional) demand for these products; large buyers need to understand and drive demand for these products before we (as brokers) feel confident telling farmers they should scale production." "...marketing to build consumer demand"
Certifications	<i>E.g. Salmon-Safe, Regenerative, Organic, Climate Resilient</i>	"We need to get producer buy-in and agronomic support for regenerative agriculture practice implementation before we start trying to sell regenerative grain. From there we need off-takers to commit to buying regen products so we can start building the necessary mid-scale processing." "Consolidation of labeling to accurately document stewardship results on the land."
Distribution	<i>Strengthening distribution channels</i>	"... improve distribution of local food across the state and region." "Support processing infrastructure and distribution needs." "Processing facilities and distribution."
Networking	<i>Connecting producers, buyers, and organizations in the grain supply chain</i>	"Networking to connect producers through farm organizations." "Provide opportunities for producers etc., come together for learning and networking." "Ways to connect outside of busy season like a conference of sorts."
Processing	<i>Support for processing infrastructure and value-added products</i>	"I think that equipment and processing for small farms is the biggest barrier to most diversified producers in Colorado." "Offer support in value-added marketing around grains (environmental, nutritional, etc.), support distribution and processing infrastructure, support in navigating regulations (e.g. how does a local bakery get their bread into a larger grocery store, how does a farm or a mill become certified organic and what financial and technical resources are there to support?"

Appendix A: Open-ended survey responses

In this appendix we provide all the unedited responses to open-ended survey questions for which the full number of responses were too many to include them all in the main report.

TA provider survey

Do you have suggestions for how the Northwest and Rocky Mountain Regional Food Business Center can help ensure the historically underserved farm and food businesses in your service area have access to programs and services?

(n=62)

- Better program visibility
- Collaboration and partnerships, information resources, championing and advocating for change of systems that cause or create limits
- Conferences that provide workshops, panels, trainings, and networking across Idaho
- Connect with economic development centers and SBA in our region.
- Connect with emergency food service networks and farmers markets
- Contacting the above offices and seeing what programs they offer. Most are free.
- Develop partnerships via MOU with organizations representing these constituencies
- Develop trust and relationships with the organizations that are specific to priority demographic groups
- Do what you are doing here - -spend a lot of time figuring out who are trusted, local partners. Do not listen to organizations themselves that say they are. Vet organizations to find out who is actually trusted and who has deep local relationships. Drive resources (\$\$!) to the organizations who are ALREADY doing this good work and help them do it even more. Pay local people to reach out and find new businesses to connect them to what you are doing. Don't survey people.
- Don't just focus on urban entrepreneurs. Don't just focus on CPG products. Include small, rural grocery stores.
- Electronic distribution of information to TA providers
- Engage partners who can communicate what the barriers are to participation.
- Engage with the local organization that is providing assistance to these farms and food businesses. Host workshops and classes. Offer grant programs that focus on rural areas and very small businesses.
- Ensure that the entire life-cycle/supply chain of food is considered. Bringing in marketplace forces and partners are essential.
- Ensure that their websites are translated into multiple languages, create events and grant opportunities in different languages. Make sure there are grants that serve BIPOC communities specifically.
- Fund community organizations led by historically underserved farm and food businesses to provide technical assistance to their communities. Provide TA first to those communities to assist in preparing strong applications for funding opportunities.

- Funding for pass-through grants and matched savings accounts and capacity for regional partners, like NE OR Econ Dev District to operate those programs and associates technical support. Funding to purchase targeted TA from other service providers to meet individual food biz needs, such as to purchase nutritional analysis, market research, or even services such as setting up financial record-keeping or getting taxes in order. Funding to support the capacity of important statewide partners, such as Oregon Community Food Systems Network - which is fostering collaboration and leveraging state funds.
- Funding to local organizations to do the on-the-ground work we are doing
- Help connect underserved farm and food businesses to our network
- Hire members of the communities you wish to serve
- I think that partnering with the local cities within those areas is a good start. Many cities have employees who know more of the community than anyone else. Speaking specifically about Parma, Melba, Huston, Marsing and other small rural cities.
- I would explore avenues to further provide outreach and technical assistance to tribal partners, and consider adding them on to RFBC committees, etc. Additionally, I feel like Kate at WSU will be a great resource on further guiding Washington's RBC on conducting bilingual outreach to Latino growers in the Columbia Basin.
- I would say further ensure targeted outreach and awareness is being done with diligence in these communities, both directly and through an org like IAC. I think developing/strengthening relationships with tribal farming entities would be very help to ensure their needs are being met. I know the WAVE Foundation is working with tribal producers on the market development side, while the intertribal Agriculture Council is also highly interested in this work both regionally and nationally.
- Identify all the organizations serving underserved businesses and document them by the communities they serve in one centralized place. Ideally, work with the Eat Local First Collaborative to build a directory of such providers so that businesses can more easily find all the resources they need in one location. In addition to business support services, this would ideally be resources they need to run their businesses, including infrastructure like distributors, processors, co-packers, commissary kitchens, equipment rental and purchasing, feed sources, etc.
- If you have any capacity building for organizations like ours that are on the ground. We have a lot of available programing but struggling to build enough capacity to have dedicated resources to specific disadvantaged groups.
- Include information in our and other newsletters, table at meetings - Especially at Regenerate at the National Western Center in Nov.
- Language-barrier support
- Licensing assistance, regulations clarity
- Local connections, classes/material in Spanish
- Make sure to bring a chair to the table for minority producers and groups.
- Making applications for resources/services streamlined and simple. Please share any opportunities with us that are relevant for us to share out in our network.
- Marketing. Funding

- Micro-grant/lending programs for start-up/scaling businesses
- More communication about tools and resources. People don't know what they don't know
- No - we serve all populations but do not specifically target the historically underserved
- Not at this time
- Not sure
- On the ground contacts, as locally focused as possible
- Outreach and work with partners to promote services.
- Outreach to service organizations in Idaho counties- (e.g., Community Resource Center of Teton Valley; local food banks and pantries, Chamber of Commerces)
- Partner with local schools, 4-H, and extension services.
- Partner with the people in the community already doing the work who live and are already connected to those underserved businesses
- Pay for translation services; fund TA providers who have explicit goals, histories, and track records of working with underserved producers; force business development TA funds to focus on supporting market access/business growth for BIPOC producers
- Provide assistance accessing USDA programs and funds - grant writing assistance, applying for conservation programs such as EQIP
- Providing a Commercial Commissary Kitchen: Support the biggest need by offering access to a commercial commissary kitchen. This facility will enable Black-owned food businesses as well as other small businesses to prepare food for events and services efficiently. Enhancing Outreach and Education: Collaborate with IBCA to conduct targeted outreach and offer culturally relevant training programs. Facilitating Resource Access: Help these businesses secure funding and provide mentorship.
- Providing capital access to those small businesses needing financial support.
- Providing us resources to support them
- Recognize that those historically underserved is more than just the minority groups and that beginning farmer and rancher does not mean young (NASS states that the average age of the beginning farmer/ranchers is 47 years old).
- Resource mapping
- Streamline application processing.
- The biggest need is for a fund that can purchase from the farmer, and then it can be delivered to pantries. They often rely on donated foods and small farmers have trouble donating the small profits they make.
- There is no one on the ground here trying to connect to them. There is so much work do be done in rural central Montana.
- Trainings, funding, marketing of services.
- Traveling to where people are. Adaptability to different communications based on where folks are and what the need, e.g. Not everyone checks email. Being prepared to hear what on The ground needs are. Stipends or travel funds to participate.
- unsure
- Urban outreach. Using peer to peer learning environments. Creating opportunities for grant funds to be awarded specifically to small acreage farms.

- Visit and meet them. Build trust. In person goes a long way with farmers and ranchers in general.
- While we are making progress, we are hoping to expand into a wider wholesale market. Collaboration on this would be great.
- Working with and supporting the previously mentioned organizations, as well as engaging the State and Regional USDA NRCS infrastructure to access programming and the 9 steps of farm planning and programming. In addition, the Community Farm Ag Coalition is also recommended.
- Yes!
- Yes, low interest loans
- Yes, partner with us and local place-based organizations doing the work and help with resources and added capacity.

Would you like to describe or explain why you answered any of the questions [about underserved audiences] in this section the way you did? (n=36)

- Currently we don't have the bandwidth nor the resources or expertise to cover these areas.
- Given our organization does very little to support these particular efforts, I don't feel like I have much to contribute.
- I am an officer of our national organization Farmer Veteran Coalition National, I have navigated the beginner farmer journey over the last 11 years in Montana and know the challenges of this topic well. Our National team is well versed in facilitating the transition of Veterans & Service members as our niche market expertise.
- I am not sure what support for aggregation would look like or what support for storage would look like other than directing producers to potential partners in storage
- I don't know that we need to increase these services, and there are so many out there. Rather, what I think is more important is that these service providers be funded for their work in a consistent and reliable way and that we develop better navigation around these services for businesses looking for support. It feels vital for us to centralize information about these resources and then create a very simple, user-friendly way for people to know who is going to be the most successful for them and then send them there. I also don't think a list people have to wade through is at all helpful, but instead an actual human AND digital navigator option that intuitively guides people through their needs to identify who to go to. I really like Montana's Food and Ag Development Center model, and I think a questionnaire style online guide and directory would be complementary.
- I work on the community development side of extension and am not completely versed in ag-related programs we offer.
- Most of our focus is on livestock production and direct sales
- My county office doesn't do these, but the organization as a whole does it.
- Need more information on services and capacity
- Our primary focus is on governance and management but some of these apply.
- Our team provides extensive training and TA to farms and aggregators hoping to sell to institutions, primarily schools. We do not provide much else direct support to businesses

specifically. Another part of our team does support small retailers and farms and farmers markets in how to offer and promote more local produce and how to accept federal food benefit programs and promote them.

- Puget Sound Food Hub Cooperative is a middle-of-the-supply-chain solution for our local growers. Once a grower is able to produce products for a wholesale market, we market + distribute
- RVFSN focuses on resource allocation, information sharing, and building connections. We are a convener and a networker. We will also be publishing the RV Community Food Assessment and Action Plan in November which will identify key areas of need and action in our local food system. RVFSN is a networking and convening organization, we don't offer direct support or TA but are often the one's that people go-to to find out where they can go for specific types of support.
- Some things I marked No as we don't specifically help them with those pieces, but we do connect them with partners that do help them with those items.
- The Bootstrap helps with business support services, not the food or industry content...
- These are all part of our scope of work in our cooperative agreement with USDA Ams
- They have to have a mfg NAICS code in order for the MEP to help them. Unless a farmer is doing something value add, they don't necessarily have the mfg NAICS code.
- We answered "don't know" for all items on the top question because - we are currently developing a Beginner Farmer Training Program that include a Registered Apprenticeship that will launch in 2025. It will likely include many of these elements, since that's what beginning farmers need to know.
- We are just launching our farm technical assistance program so a lot is currently in development.
- We are primarily focused on export market development and research supporting that,
- We assist farmers or ranchers create co-operative businesses and offer connections to the above listed services.
- We manage a local, bricks and mortar store that sells products produced in kitchens and on farms in Fremont County, Wyoming
- We mostly make referral and guide to organizations/locations that will provide and those marked yes are some we've done but we'll help connect in whatever way an entrepreneur needs
- We primarily connect to existing resources outside of the state agency.
- We provide general TA. Sometimes we don't get into specifics of certifications for example because we don't have the capacity.
- We provide generalized support to beginning farmers, but we try to act as facilitators to bring people together. So, when we work with someone on distribution, we have connections to support that part of the business. We don't necessarily get into the weeds with folks (other than pulling them), but act as a conduit for producers
- We provide many if not all the services you asked in this question: How much of a priority do you think it should be for the Northwest and Rocky Mountain Regional Food Business Center to help increase the following types of support for farms and food businesses in

your service area? There likely isn't a need for duplication however, we focus on the business side of education, training, resources vs. the intricacies of food operations. I hope that makes sense.

- We provide services to all types of businesses, not just food businesses, so our expertise is influenced by past experience with food businesses, including personal business ownership experience among our staff. We seek to understand the goals and needs of the business owners and provide referrals to qualified technical service providers to help them get targeted TA for specific topics that are not a fit for our qualifications or experience. We have an 'open door' approach and encourage people to always contact us and we can help them with wayfinding and connections.
- We provide significant resources for market development and connect producers with distributors and markets. Therefore, I put that as a lower priority for the center. Rather - some of the other areas are greater gaps
- We provide workshops, farm walks and farm podcasts that cover all aspects of operating a successful farm or food business
- We support all businesses on all levels, with all needs, across all of Idaho.
- We support diversified market access through our online resources. We indirectly support aggregation, distribution, and supply chain for the same reasons. Many agencies, school districts, food hubs and distributors rely on our resources to discover and connect with producers.
- We're a food hub, still in incorporation. Answers are based on what we know we're planning to include and some of us are already doing informally
- While Kitsap County has limited medium sized farms and food businesses a collaboration between local TA providers works to provide education, support for regulatory compliance, policy development, farmland preservation, and other help for local farmers and food businesses
- While our business does not physically aggregate, store, or distribute products, we extend our network of aggregators and distributors to small farm/food businesses so they can leverage those regional assets. In turn, we specialize in driving sales of those products through our networks to institutions and wholesale purchasers of local/regional food.

From your perspective, what are the most important next steps needed to increase coordination across producers, processors, distributors, and buyers of climate-resilient grains and pulses in your service area? (n=48)

- A million dollar question! I really enjoyed hearing about some of these producer/wholesaler meetups that were mentioned on the RFBC call this week in Portland. I think that is a big time need to continue to foster the conversation and get more coordination in place. I also do feel like there's a gap between the markets that much of the wheat grown in the Palouse goes into in Asia, such as Japan and China. If there was a way to further facilitate a dialogue with those buyers and get them interested in sourcing a value-added commodity (such as Salmon-Safe or Farmed Smart wheat), that would strike me as a way to get more climate resilient practices on the landscape. It would also open up other opportunities to

sell products domestically to other high value markets, but would at least elevate growing practices ideally to a higher and more comprehensive level of stewardship. I think further facilitating conversations with farmers and retailer buyers is key. Any forum in which these people can get in a room with one another would be fantastic to foster a dialogue to ultimately get their crops on purchased.

- Add more hours to the day! Provide more support to increase the capacity of those already doing the work
- Aggregate storage and rail transload. Cleaning equipment.
- Aligning supply/production of products with the process of influencing large-scale (institutional) demand for these products; large buyers need to understand and drive demand for these products before we (as brokers) feel confident telling farmers they should scale production
- Assessing the interest and current efforts to engage in this type of production in our region.
- Capital and communication
- Climate resilient grains and pulses is very narrow....
- Community support. Too often are one off farms and ranches doing great work, with no local resources or community connection. If multiple producers could work together as we navigate these systems, I believe the producers would be much more likely to continue the work.
- Connecting the dots between growing and marketplace.
- Consumer awareness and brand education. Consolidation of labeling to accurately document stewardship results on the land.
- Coordination amongst service providers so that the groups can move forward with being derailed by "experts" who are there to help.
- Create coalitions in the different spaces for bridging the gaps. A market research survey
- Develop shipping and distribution of regional organic and regenerative grains separate from commodity market
- Don't know
- Face to face meetings
- I am more familiar with the successes and challenges of the local food hubs and markets distributing fresh produce. After 10 years we have 2 moderately stable, hyper-local hubs making a real difference in the area. I'm not familiar with the grain distribution process to comment on this.
- I don't have much insight into grains and pulses.
- I don't know much about this one -- I assume the answer to the question about infrastructure above is actually ""high need"" for all of those items.
- I expect your organization is much more advanced than what we are doing in central Wyoming. We offer a local outlet for locally produced foods and we operate under the Wyoming Food Freedom Act.
- I think that equipment and processing for small farms is the biggest barrier to most diversified producers in Colorado.

- Identify hubs and go from there to work with the spokes of the model.
- Identifying buyers. Putting together aggregated product. Finding suitable co-packers. Product R & D. Packaging, labeling, distribution.
- improve consistency and availability of resources!
- In Southern Oregon, the Heritage Grains Project is well underway and has good momentum. There is continued support needed to grow the infrastructure, HR support, and branding of local grains.
- Infrastructure assessment
- Kitsap has no grain producers. Pulse production limited to very small scale.
- Market development
- Marketing and Education not duplication
- Networking to connect producers through farm organizations
- Not a focus area
- Offer support in value-added marketing around grains (environmental, nutritional, etc.), support distribution and processing infrastructure, support in navigating regulations (e.g. how does a local bakery get their bread into a larger grocery store, how does a farm or a mill become certified organic and what financial and technical resources are there to support? + support with grant writing (there are many opportunities available for small businesses, but often limited capacity on the businesses end, so human resources to support small farms/businesses in accessing the resources would be helpful)
- Processing facilities and distribution
- Provide funding for local food infrastructure grants, improve distribution of local food across the state and region, marketing to build consumer demand
- provide opportunities for producers etc., come together for learning and networking
- Really just knowledge. This is cattle/hay country, so large scale, cultivated crops are a rarity aside from occasional feed corn or barley. Next steps would have to include incentivizing people to make a big change.
- Related to the previous question/prompts; it's difficult to determine level of "need" without data to support my answers so I answered "don't know" on all of the questions. I know there's always opportunity to improve processes, but the level of "need" is difficult to determine. Having said that, I would hope that by researching the industry challenges/needs by directly surveying businesses within the arena of producers/processor/distributor of grains would yield valuable information regarding their needs.
- Support processing infrastructure and distribution needs.
- Supporting the study Montana Cooperative Development Center (MDCD) is leading and Montana Manufacturing Extension Center (MMEC) would do, to see what already exists and identify where the best use of our cumulative resources would be.
- The producers need help letting buyers know they exist.
- There is a strong need for Ag professionals who are culturally competent and have new generation farming experience.
- This would be a question for businesses

- Understanding of markets for different regions of the state
- Ways to connect outside of busy season like a conference of sorts
- We do not have a lot of growers in this area, so the ability to grow more. Labor is a big issue
- We need to get producer buy-in and agronomic support for regenerative agriculture practice implementation before we start trying to sell regenerative grain. From there we need off-takers to commit to buying regen products so we can start building the necessary mid-scale processing.
- We need to have open and transparent conversations about how relationships can be regenerative in nature. The true practice of regeneration is also socio-economic in nature.
- Work with the heritage grains project to continue to increase acreage of seed planted, as well as develop the marketing and demand for locally grown heritage grains.
- Workshops, outreach, materials in different languages (Spanish for our organization)

From your perspective, what are 1-3 technical assistance priorities the Northwest and Rocky Mountain Regional Food Business Center should invest in to strengthen business viability and overcome barriers to market access and expansion for climate-resilient grains and pulses in your service area? (n=36)

- A study on distribution across central and eastern Montana
- Accounting
- Agronomy
- Assessment and mapping of interested farmers or farmers already producing these crops
- Build strategy with SBDC state and local
- Business Plan Development
- Business plan development
- Cayhill Seeds of Scobey Montana
- Communications and Marketing for "regenerative" grown foods
- Compliance/licensing
- Cooperative marketing (e.g., social media marketing)
- Distribution
- Distribution concerns, connections, and requirements
- Education
- Education
- Grant writing - help small farms/businesses identify and apply for existing resources available
- Greenhouse/shade structure funding
- Helping them find funding sources
- Idea viability/monetization
- Increase support for those already providing technical support financially, whether in grant writing or providing those funds.
- Invest in smaller scale malt houses and milling facilities (Mainstem, Ethos Bakery, etc)
- List of viable/feasible funding sources

- Mad Ag
- market research
- Marketing
- Marketing & promotion
- Marketing campaigns
- Patient capital
- Production training and support
- See #1 above
- Shipping and distribution support
- Storage
- Support a directory of existing businesses to increase visibility to consumers and wholesale buyers
- Technology Training Initiatives for Producers (e.g. Eat Drink Washington County)
- Value chain coordination
- Develop marketplace and increase buying community (demand side forces)
- Education-based convenings to share best practices between growers
- Expand business builder grant funding pool significantly (not quite the answer to your question, but seems like the pool needs to be way bigger) Invest in further exploration of supply chain developments/processing for things such as kernza, Triticale, naked barley, and other climate-friendly grains
- Full value chain technical support and navigation
- Help those providing this support in developing commercial kitchens, storage, packaging, and those elements that have been out of reach in order to make this an accessible goal
- Help with discovery of climate resistant grains and benefit of producing them
- Increase in educational resource materials
- Irrigation funding
- Market access
- Market Feasibility Study
- Market viability
- Marketing to specific clients
- National Center for Appropriate Technology
- Networking & Collaboration
- New product development
- Outreach to those farmers
- Paying for direct sales support to build demand for products in large institutional markets
- Present AASBDC annual conference
- Processing infrastructure
- Product Development & Commercial Spaces - (e.g. a mill that wants to explore product development needs a commercial kitchen space to actualize)
- Snaplands
- Startups Facilitating Local Supply Chain Development (e.g. Foodi Menus)

- Storage
- Training for institutions (culinary) on how to integrate these items
- USDA Risk Management Insurance
- Whatever the results of that study say we actually need to get it done
- Brand development
- Branding/identity
- Co Packing Plants
- Connect organizations such as ours to systems that are working and those already there in order to increase understanding that can be passed down to those needing it. Train the trainer and mentor the mentor scenarios
- co-packer research
- Creating a space for the voices of the businesses to be a part of the change
- Education & Marketing - how can we collaborate to get messaging out about benefits and value-add of locally sourced grains?
- Farmer Veteran Coalition National
- Help market/sell
- How to Identity preserve these products at scale
- improve market connections
- Incentivize food hubs to drive aggregation and sales of these products
- Information sharing about market opportunities and incentives
- Initiatives Connecting Buyers and Producers through Digital Means
- Invest in budget to better educate the public on these new grains/products to enhance market awareness and demand (i.e. Kernza)
- Make the process easy for clients, government complicated
- Remove barriers and deploy infrastructure
- The Land Institute
- Workshops/farm tours in Spanish

From your perspective, what are the 1-3 most important technical assistance priorities the Northwest and Rocky Mountain Regional Food Business Center should invest in to support meat businesses and supply chains in your service area? (n=48)

- Accessing Markets
- American Indian Foods
- Budgeting/cost of starting up and operating
- Butcher training
- Byproduct utilization
- Certified organic slaughterhouse access
- Climate Smart Initiatives
- Cold storage development
- Commercial kitchen on east side of Montana. Huge need!!

- Commercial kitchens in eastern Montana
- Community based, owned, and governed processing facilities
- Creating a space for collaboration and for the voices of these business owners to connect, learn and grow.
- Developing small scale USDA processing facilities
- Distribution
- Don't know!
- feasibility studies & business planning
- funding and fund development
- Grant identification and assistance to new or existing meat processors who want to become USDA-certified
- Help to apply and receive grants
- How to turn animal biproducts and waste into businesses
- improve education regarding regulation standards
- Increased marketing for institutional buyers to switch to local proteins
- Leadership recruitment/cultivation/onboarding
- Local processing
- marketing
- n/a
- Not a confusing website with a person ready to assist without being on hold
- not being a meat producer myself, I am unsure of what is needed. I do know our Local Market supports multiple beef, pork, lamb, chicken producers in selling their products
- not sure
- Policy
- Processing
- Processing Facilities: Help establish relationships with local meat processing centers.
- Processing infrastructure
- processing services / facilities
- Production and marketing planning
- Regenerative Grazing techniques
- Regulatory compliance
- Retail Packaging
- Same list as for pulses/grains.
- Small Processing accessibility
- There is technical assistance available- it is the funding for infrastructure development that is lacking
- Understanding access to market premiums
- Understanding regulations
- Unwilling meat cutters for more value added production
- USDA certified chicken processing for small producers
- USDA processing facilities in rural areas (i.e., Eastern Idaho)

- Varies a lot depending on if you are focused on underserved business owners or not
- Workforce needs
- Distribution: Make it easier for small business to get meat products from distributors
- Business Plan Development
- Caring for the land using an agricultural business model that works with what the land and natural resources can provide
- Different certification levels (custom, state, usda, etc.)
- distribution
- Distribution of local meat
- Ease of USDA regulations or assistance in obtaining.
- Education explaining technical assistance available, use Community Colleges like FVCC
- feed screenings coordination: credits and/or sales
- feedlots/finishing opportunities
- Help navigate both local and federal regulations.
- Help with legal and regulations for producers
- identify niche markets for product marketing
- Increased business planning support for small ranchers/meat businesses (esp. BIPOC-owned) to increase price competitiveness and access new markets
- Labeling
- Launching small scale processing operations
- market development
- market research
- market research
- marketing of climate resiliency
- n/a
- platform for small farms looking to partner with small-scale poultry production
- Processing and distribution logistics
- Prospera, Bozeman
- Provide visibility to projects looking to become USDA-certified and connect them for collaboration
- Shipping
- Support for long term, subsidized USDA/same-as regional meat processing, with assessment of processing quality. Who is doing the best job? What are their pinch points? Who is benefitting from their services?
- Supporting producers in navigating market potential (e.g. What will customers buy regularly
- train the trainer workshops information
- Transportation Networking
- Transportation of product
- USDA inspectors
- Workforce development

- Workforce Development
- aggregation models
- Aggregation of products for marketing
- Aggregation of small producers to meet market demand
- Assist those projects with whatever they need to wade through the regulatory process
- Beginner and First Generation Farmer Development
- clear direct line of support
- cold storage
- distribution and marketing of final product beyond what the Meat Depot/local efforts - a joint meat marketing system would be great (a cooperative perhaps!).
- Equipment funding/Lean manufacturing techniques
- Institutional procurement navigation both for purchasers and suppliers in NM we have a great approved supplier program for schools and senior centers but an issue is the cost of fat content testing and labeling that meets the needs of nutritional standards institutions require, as an example
- Invest where education exist not recreate it
- Lots of disruption in land access/tenure due to current subsidy/insurance environments which favor high-capital/net worth partners being used to acquire land and generate income from non-productive sources. Also disrupts social capital of rural communities and increases income inequality and negatively impacts mental health and exacerbates the impacts of climate change.
- Market pricing tools or resources
- Marketing
- MDA FADCs
- n/a
- Production and pricing
- Regulation Training: Offer training on food safety and rules.
- Rendering
- Support sales outlets like Kitchen Sync and others to proactively sell local meat into public K-12 school markets
- Transportation
- Wholesale distribution networks to utilize whole carcass
- wholesale readiness

What training or other technical assistance do the farm and food businesses in your service area most need to improve their ability to secure grants or loans? Please list 1-3 priorities: (n=47)

- Ability to find and write successful grant applications
- Applying for grant support/education
- Applying for grants/grant writing
- Basic bookkeeping / recordkeeping support

- Bookkeeping records
- Business Planning
- Business Plans
- Business plans
- Capacity - they are looking to us to do more or another EDO and capacity is just an issue
- Capital budget
- Capital stacks
- Collateral is the biggest barrier to access to capital - not sure TA can solve that
- Direct TA to support historically underserved farmers develop strong proposals.
- Farm Stress and Resiliency Training / Support
- Financial forecasting
- Financial Planning
- Financial projections and budgeting
- Getting credit worthy
- Grant seeking
- Grant writer
- Grant writing
- Grant writing
- Grant writing courses
- Grant writing training
- Grant writing, marketing, production expansion, market research
- Grant Writing: Training in crafting effective grant proposals.
- Having a strong business plan and financial projections to show lenders they have a plan to pay back the loan if there is a bad year
- Help with application
- How to draft a budget
- Human resources - grant writing & identifying suitable opportunities & partners
- Identifying and centralizing information about available funding
- In-person outreach about opportunities
- loans and funding for mutually owned businesses, like Co-ops
- More clarity about the types of programs available
- Multiyear business planning to get ahead of grant/loan cycles
- Navigating price and market fluctuations (domestic and international)
- Navigating the grant application process
- one on one assistance
- Options
- Profitability seems to be a huge hurdle. Helping producers and processors understand how to price products, cuts, value added, etc.
- Providing Grant writers, or help in writing grants
- Revenue and cash flow projections versus overhead
- Security of purchase orders = "Marketplace" Support

- Simplify process
- Understanding the commitments of grant funding
- Understanding their financials and budget
- Understanding what is available
- A center that will actually review the applications and help producers complete applications
- Ability to develop a realistic budget and funding outlook
- Assist in removing corporate barriers
- Bookkeeping services
- Building solid pro-formas (sales projections)
- Business Data entry and collection
- Business Planning
- Develop relationships with orgs that support historically underserved farmers and food businesses to spread awareness of grant opportunities
- Education and examples that win grants
- Ensure communications documents/marketing information is presented in manner that is required by funders
- Financial form literacy
- Financial Management: Support in budgeting and financial planning.
- Financial planning
- Financial Readiness
- grant writing
- Grant writing or funding for grant writers
- Grant writing skills
- Help writing grants and applications for other funding resources (farmers are busy and that may not be their highest skillset)
- How to calculate how much they really need for financing
- How to write and submit a quality proposal
- Land Acquisition
- Less Complicated grants and loans
- Loan application support
- Loan preparedness
- Marketing
- Navigating the federal grant application and administration process
- Patient repayment
- Preparing financial statements
- Pricing and marketing assistance
- Projected Cash Flows
- Right sizing projects for funders
- Spanish language resources
- Strategic Planning

- Technical support in actually writing applications
- Understanding limitations
- Understanding the ecosystem of funding options
- Understanding what is available and what would work - comparison chart of some sort of different resources
- Unsecured loans of \$25,000 or less have been identified as a priority in our region.
- Better understanding of the grants available and what they can be used for
- building appropriate capital stacks for the project at hand
- Costs to breakeven or make a profit
- Develop co-ops and/or vertical integration and partners.
- Educating lenders!!!!!!
- Execution of Funds
- Financial literacy
- Free or low-cost assistance with preparing competitive federal grant applications, developing alternative forms of capital for under-resourced businesses.
- Funding Navigation: Guidance on finding and applying for relevant funding opportunities.
- Identifying grants for producers
- investor pitch training
- Marketing / PR
- One to One writing and TA support
- Realistic discussions on building a company on grants vs. viable financial resources and accountability. Too many times we here "we will just a get a grant" - grants are not the answer they are the extra.
- Realistic idea at start if a grant is even possible
- Sales Plan
- Software support
- Succession planning preparedness
- True-cost accounting on-farm
- Understanding paperwork and reporting burdens
- Using financial statements to make business decisions
- Water Rights

How can funders and lenders make their programs more accessible for small and mid-scale farm and food businesses? (n=41)

- \$10,000 can be impactful for a small producer. Recent grants (WSDA Infrastructure) have focused on regional food system impacts. That requirement to collaborate or have a regional impact means small producers wanting to invest in their operations (putting in a wash/pack facility, purchasing equipment, upgrading existing infrastructure, adding cold storage) are essentially ineligible for funding because it only benefits one farm or operation. Small grants, individual farm investments, unsexy stuff like generators, freezers, and tractors can make a HUGE impact for a farm

- A special pot of funds, more understanding of the disruptive new businesses and markets
- Advertise
- Applications that are less complicated. Coordinate with local technical assistance providers to help them.
- Attend the different agricultural association meetings with information available - support the Federal Streamlining Act so that federal funding isn't so complex to obtain and administer.
- Be innovative.
- Be present; improve access to information / resources through technology (web, cell, etc)
- Being more accessible, transparent and reducing paperwork and reporting burdens
- Build relationships with SBDC, make it easy. Get out of office, Covid caused zoom to boom, people need people. Tech is fine soft touch more important.
- Connect them with CPAs to assist with submitting financial docs
- Create low interest, non-extractive, patient loans
- Direct outreach, targeted tailored recruitment
- Do better research!! Get better data that shows that these are not necessarily risky investments!! Do better forecasting.
- Education and Training
- Face to face
- Financial literacy/technical support / market assessment and reporting/ flexibility with time and ROI
- Getting the information out to the right individuals, partnering with local centers to get connected, trainings.
- Have a more comprehensive and assertive social media and online strategy.
- Have capacity for one-to-one services,
- Help modernize the farm bill. What barriers have already been identified, for example by NYF Coalition or through the USDA Equity Commission? Pay attention to those. Collateral is a primary barrier (people who have access to wealth are those who can most take advantage of supports and incentives even though they need them the least). Address the way rules are sometimes interpreted by individual loan officers/service providers based on their biases. Provide one-on-one counseling by people who are not condescending and have culturally specific experience (including low/mod income and rural frontier). Prioritize under-resourced business owners and those with demonstrable 'giving back' to their communities.
- I don't work closely with producers and helping them apply and secure grant loans. The examples in which my organization supports this is sharing grant opportunities with farmers in their region through their local conservation district generally (such as Sustainable Farms & Fields), CIG grants, or others. We sometimes will often write a letter of support on these grants, but it's generally rare that we have a very close relationship on grant application with farmers specifically. Much more so with tribal entities. In that regard I don't feel like I have expert insight to share regarding the need to improve the ability to

secure grants or loans, outside of just greater outreach needed to ensure farmers of all backgrounds can access which grants are available to them.

- Less paperwork and application requirements. Lower the barrier to entry for folks who aren't literate in the paperwork side of things
- Less paperwork.
- Make it a priority to meet targeted climate and equity goals.
- make them accessible to all and prioritize the under served
- Making them easier to apply for
- Market the SBA and USDC programs more widely across the state to local lenders
- More simple applications, availability in multiple languages, TA for applications, availability to people with low credit and assets. For grants: non-reimbursement based, budget flexibility, multi-year funding, no matching requirement, simple application, inclusion of administrative costs, scoring clarity, responsive feedback with declines, flexible activities, flexible reporting, reduced reporting, competitive for smaller orgs, guidelines clarity
- Not sure
- Offer information in Spanish
- offer support programs to both educate and work through the requirements
- Provide TA support in the application process, with language accessibility options.
- Reduce previous experience requirements related to future plans for beginning producers. Improve understanding of and customer service for non-profit and other community benefit focused food/farm businesses. Improve customer service experience for historically marginalized producers.
- Shorter applications; technical assistance with applying for the funding
- Simplified loan application process, and collaborating among lenders to help business build a financial stack.
- Simplify application process?
- Simplify Applications: Streamline paperwork and reduce complexity. Offer Flexible Terms: Provide adaptable loan and funding options. Provide Support: Offer financial management and business planning assistance. Increase Outreach: Educate and engage with businesses about available programs. Partner Locally: Work with community groups to better understand and address business needs.
- Smaller grants, smaller loans, simpler applications, more stuff online, one-on-one coaching through the application process, easier reporting
- Subsidies redirected from the farm bill
- Support creation of a "central hub" listing relevant resources that are easily accessible to producers
- Understanding that the risk is different but it doesn't mean it's bad.

What would your organization most hope to gain from partnership with the Northwest and Rocky Mountain Regional Food Business Center? (n=61)

- A community commissary kitchen for producers to rent at a reasonable price

- A community commissary kitchen with a team to assist in product development, farm/ranch specific assistance and a USDA/FDA regulation assistance.
- A greater understanding of the resources available to serve the business community. Development of infrastructure and connections that will strengthen our community through food business. Financial capacity assistance in order to continue and expand the boots on the groundwork needed
- A stronger regional network
- Access to more farmers and ranchers so we can support them with our framework, experience and network of regenerative producers.
- Additional resources for our livestock producers especially in finance
- Already a part of it!
- Already a partner
- An opportunity to leverage our core competencies to greater deliver on our mission to advance the agricultural economy in Western WA.
- At this point I am not really sure what you do, so let's start there. We are always collaborating with local and regional partners - we all need to work together to improve the food system and support small farms.
- Better understanding of what is being learned, what resources are being developed, and when resources are available that we can promote to businesses in our region, especially grants and specific types of technical assistance. Hope that a partnership would help drive meaningful and increasing food systems change, toward more equitable and healthy food system that benefits everyone, and that our investments and priorities don't just continue to exacerbate the highly evolved and growing wealth gap, and that we build social capital and connecting/listening practices that can foster resiliency and counteract fragmentation at the basic community level - which is the nucleus of disaster response and community health.
- building larger capacity to support our mission in the region
- CGC would love to find ways to cross-promote technical assistance resources to our grain stakeholders, collaborate on events and network/education opportunities, and see how marketing initiatives can align (e.g. Colorado Grown Grains Co-Brand).
- Collaborating to accomplish the goals and objectives of building a secure, sustainable, healthy, and equitable regional food system.
- Collaboration among meat/poultry processors and other food businesses in the region
- Collaboration and partnership. We are very interested, at the same time, realize we all have a heavy work load and it may take time.
- Collaboration, connection, networking, unity, resources, support, technical assistance for businesses, more education and training for the partners to better understand the businesses and their needs in which the organizations serve.
- Developing internal capacity or strengthening external connections with support organizations for all of the topics within this survey.
- Education and support

- Enhanced Resources: Access to financial and technical resources to support and grow our programs and services.
- Establishment of needed Ag business support.
- Expanded resource network
- expanded services
- Financial backing and industry connections.
- First discover value, services and understand what success looks like. Partner a BIG word, send what it means to RMRFSC in order to understand.
- Funding and collaboration to support and expand our existing resources
- Funding for staff support (our demand exceeds our current staffing availability)
- Greater coordination of infrastructure and technical assistance throughout the region. Learning what's working and what isn't throughout the region.
- Growth
- Help with local food economies.
- Helping our ag women business owners in even more / better ways
- Helping to share your resources with our members and network
- How to better support are farm and food businesses in creating businesses focused on community need and cooperative development.
- I don't feel like I know enough to answer that question.
- I would need to learn more about the goals of the center and what resources they have available
- If there is any capacity building opportunities that would be great. However, we are always open to understanding different resources and what we can bring to the table in a partnership. Our office is dedicated to the Montana Cooperative Community and we try to stay in that lane- however, we often find ourselves in the role of connector. Having additional resources for our projects is always welcomed.
- Increased awareness of opportunities for support, both financially and in our work to more deeply embed our program in the fabric of our community.
- Increased capacity in serving ag businesses
- Knowledge and insight; connection to suppliers for our small market; insight into grant opportunities
- Long term fiscal and financial health and planning as we grow. With our business already in full operation, it's hard to back up and start from the business planning level but that is truly what we need.
- Market and Resource Development
- More resilience in our food and ag systems in the area supporting rural communities
- Networking support and funding to facilitate the transition of Veterans and Service Members in to Farming, Ranching, and Ag Careers.
- Networking support, assistance in communicating our work and desire to collaborate with food businesses, collaboration on development of processing infrastructure opening opportunities with buyers who need the mid-step
- Open to any opportunities available that could help support veterans in agriculture.

- Our organization would hope to continue the work on local supply chain, and helping the commodity farmers in our area.
- Provide capacity building support for partners and communities
- Research, outreach, marketing, promotion support for our farm to institution work
- Resources and networking opportunities
- Serve more people
- So many rich opportunities - mainly to learn from colleagues on other supply chain coordination efforts on climate smart crops, and where we can best fit in as an environmental nonprofit 3rd party certifier of environmental practices.
- Support and training for our 100+ producers
- Understanding of our role related to the business center's role in providing business technical assistance to beginning farm producers.
- We are already a partner and look forward to continuing to develop support through the Center!
- We are already a partner.
- We are federal procurement, so we would love to help businesses looking to secure government contracts.
- We are the hub for food systems work in Southern Oregon and can continue to support NWRMFBC in implementing outreach and programming
- We have production and value-chain technical assistance dialed in for our producers, but we lack business and financial planning services for farmers in the area.
- We understand the opportunity of this RFBC is once-in-a-lifetime. After 5 years of trudging through the work of expanding market access for food hubs and hundreds of small producers in 4 of these 6 states, we are keenly aware of the actual cost of this work (financially, personally, and energetically), and our brokerage & consulting model has allowed us to pull over \$2.5 million from the institutional market channel to local food hubs, with over 65% of that being direct-to-producer payments. This shows me that- in the many states where we have built, refined, and expanded this model- this RFBC region needs to invest seriously in sales and the hard, slow work of market matchmaking. We hope to be able to share the lessons we have learned applying Value Chain Coordination theory into practice throughout this region, to share our best practices with many farm/food businesses in the region, and to inform public partners like Departments of Ag, Ed, and Health/Human Services in these states (many of whom are current/past clients) about how they can continue the investment that this RFBC will have started. We know this is a massive opportunity: we also know it is nowhere near enough investment across such a massive geography. We want to 'jailbreak' all we've learned so the successes we've had can multiply.
- We would hope to gain more support/aid for BIPOC farmers in Oregon.
- We're already somewhat partnered through my colleague, Melissa Hemken. But really we'd like to gain visibility for what WY has to offer for food businesses. Technical assistance would be great too- business development and planning, pricing, really anything that can help scale some of our home producers.

Farm and food business survey

Please briefly list the primary processed or value-added food products your business makes: (n=35)

- All kinds
- Apple Cider
- As listed above we sell honey butter, nut mixes, etc.
- Beef
- Beef and lamb
- Beer Brewery and Full Lunch and Dinner Restaurant.
- Cocktail bitters
- coffee, cocoa mix, chocolate bars
- Decorated garlic braids, dried herbs, dried garlic, salad mix, soup mix, jams, tincture,
- dried culinary and medicinal herbs, dried peppers, smoked and dried peppers
- Eggs
- flour with one of our specialty grains and frozen meat for individual sale.
- Flours, rolled oats, and whole grain berries for the home owner to process themselves
- Freeze dried egg and organ pet treats, dehydrated chicken feet treats
- Freezer Beef Usda
- Fresh-cut fruits and vegetables
- Grass-fed Highland Beef
- Handcrafted caramels, truffles and chocolates
- Hard Cider, Mead, Hummus, Pesto, Carrot Habanero Hot Sauce, Walnut Butter, Energy Bars
- Honey
- I resource EVOO, vinegars and working to package olives in brine. Currently sell the olives in addition to the EVOO and vinegars but transitioning to bottling myself w/my label.
- Jams, dried herbs, dried garlic, dry beans, salad mix, herb vinegar, herb seasonings
- Local fruit preserves, Dried herbs, Tea blends, Herbal tinctures
- Organic Market Garden
- Raw cream top milk
- Retail pork & beef
- Salad and other greens mixes
- Triple washed salad greens and microgreens
- Washed salad mixes
- We grow 4 varieties of sprouts, harvest, wash, package, market and distribute to local grocers and delis.
- Whole & 1/2 live butcher lambs directly to the consumer
- whole turkey and fresh meats
- Wine

Is there anything else you would like to say related to how the Northwest & Rocky Mountain Regional Food Business Center can best support small-scale, mid-scale, and historically underserved farm and food businesses? (n=19)

- Better connections to restaurants, university food programs and retirement communities
- Contact me @ ThorsChocolate@gmail.com
- gimme grant money
- Help develop networks for distribution. Packaging and labeling support would also be very helpful for businesses that make value added products.
- Honestly I feel like we need a community platform to help coordinate this diverse and geographically separated community of innovators. I have become obsessed with this concept. One of the things that really solidified it was the fact that earlier this year I met a grad student at OSU who is studying grain sorghum. He thought he was the only person to experiment with grain sorghum in the NW. When I told him that I have been innovating with sorghum based foods for a decade and that we have grown it throughout the region, he was really miffed that he did not know that. This lack of awareness of each other is a major barrier to moving forward. We must create a digitally collaborative place where we can find each other and create groups so that we are not wasting precious time and resources because we are accidentally reinventing the wheel. The sad thing is that I gave that grad student my contact info and he never reached out! To think that I could connect him with several farmers and seed breeders who have been working on his topic of research pains me! Sorghum is a critical, climate resiliency crop so we can't afford to do poor quality research nor can we afford to reinvent the wheel!
- I feel sometimes that I am undergoing an impossible task to compete with giants, or it is unreasonable for a very small operation to efficiently process grain for human consumption. It would be helpful to learn about other small and niche-market operations rather than trying to replicate the operations of international wheat, soy, corn companies.
- Looking to improve farm stand, sustainability, climate consistency thru high tunnels.
General farm longevity
- make yourselves visible
- No
- Offering low interest rate loan options for distributors in the regional supply chain.
- Please help share, support and develop the resources more equitably throughout the state of Idaho. NOT just in Boise and Moscow region.
- Small and Medium sized farms are definitely underserved yet they are the heart of efforts to produce higher quality food to be consumed in local and regional markets. We've had to do all of it ourselves. I've found every encounter with business development and support to not be targeted at operations like ours. I've worked to build collective opportunities for farms like ours for over three decades but I find we have instead been continually marginalized. The distributors and retailers I've sold to are definitely increasing their business but few have supported us enough to grow our operation. It has continually gotten harder to displace the dominant conventional and consolidated food system. Furthermore, I am suspicious of your claims of business support. I encounter assholes like

this who show up at winter conferences promising or proclaiming they are going to "really support" farms like ours. They might be nice people but their offer is empty. That's where I start, that what you are suggesting you represent is likely good enough to make a good first impression but has little follow-through or actual commitment to what we do or need.

- Thank you.
- Thanks
- USDA plants are struggling to get employees in the door and keep prices down to customers. Employee training and education in this space is a huge hinderance and when these old shops shut down then they won't re-open. So many "New" shops opened and closed already in the last 3 years, we need to support our workforce and the shops that are already here and working.
- Where were you 20 years ago. Isda and u of Idaho have been proactive in these areas since I started
- Would like to see more local co-packers
- You can make a difference for local farmers! Keep up the good work!

Do you have any feedback for grant makers or lenders related to how they could make their programs more accessible or equitable for businesses like yours? If so, please comment here: (n=23)

- Centralized, searchable dashboard of available grants/ low interest loans.
- Direct contact with local food producers
- For an agricultural operation growing from single operator to multiple employees, or for a processor developing its first human consumption product, the record keeping and oversight required for government grants can feel like too much to take on in the early stages.
- For the previous 30 years, I've found absolutely no help from any of these SOB's when I thought it would help. I also haven't heard other small to medium sized farms gaining any support from the above options. I'm very opposed to outside investors because there is a big problem when they want influence on our operation when they don't do any of the work that it takes to make things actually happen on a farm. The farms that I know in the local and regional farm and food markets are some of the most innovative and hard working operators. However they have faced a number of things that hurt, such as consolidation in food and distribution corporations, commodification of farming output, and greenwashing committed by those same organizations. As you might notice, I have nothing good to say about the existing food system that works to lock out local food producers. Food service giants, local institutional customers not supporting any local food purchases, and out-of-state corporate restaurants never allowing local foods to be purchased are just a few of the doors that are slammed on farms like ours. Why in the hell would I think that anything this questionnaire is asking would make a difference????
- Grants for fixed equipment
- I didn't know anything like this even existed.
- I have no idea of any grant available to me. I don't know where to begin looking.

- I have not found it very easy to find grants that apply to individual producers.
- I understand the need to have all the information possible, grants are quite lengthy. The loans and grants I have seen are mostly geared towards hydroponics and not the certified organic farmer that grows in soil.
- I usually find out about programs by chance and when there is little time left to apply. Would be great if programs could be published locally when first announced.
- I'm trying to get land and get started. I'm on step zero not even step one. I needs help to get off the ground.
- Matching funds requirements make it difficult to consider applying for most federal grants, need support that includes how to come up with match funds. Also, grants that are tailored to small producers, or small farmers markets, would be extremely helpful. For example, the FMLFPP program had a high minimum award and 100% cost match, so our small farmers market could not apply (given that our annual budget is only around \$3-5,000).
- more outreach through our trade association, Idaho Wine Commission
- Most grants are for producers. We are a food hub that needs help to grow and be more efficient.
- Not option when I started,
- Small business association help make business plan.
- Please prioritize access for marginalized folks and also under-resourced regions (rural!!). Idaho in particular has very few resources for the eastern side of the state and places like Moscow and Boise continue to reap the benefits of most ISDA AND USDA funding.
- Programs designed for beginning farmers, biggest hurdle I have had to overcome is not being in business long enough.
- target new farms that really need the capital to get started. We are at a point that most new projects the farm can fund if they are a priority
- The grants are not well understood or advertised. Most grants which we have seen go out take too much time and overhead to even apply, or are to short of a turn around. The ones that weren't mostly went to much larger operations such as Riverbend Meats.
- There is so much need, as a candy cake and cookie maker at present we are looking to scale equipment, for demanding market sectors to meet the needs of with our non preserved, more less refined or raw goods, the hope is that scaling equipment will allow for production demands in the millions annually to be met, as we also spin a commercial location to franchise study, and a foundation to maximize our added giving campaigns.
- Timing of when money is available to start project
- Using local farmers markets as a means for distribution of information would be very smart.
- We are not a beginning farmer, yet we need assistance to diversify our product offering, and for equipment to make our operations more efficient. Finding opportunities for existing farmers is very difficult.

From your perspective, what are the 1-3 most important TA, infrastructure development, supply chain, or market development priorities that the Center should invest in to support the success of meat businesses in your area? (n=16)

- Availability of processing, Exemption of small ranch producers from usda processing requirements,
- Finding land that allows for small scale livestock, Getting a business started, Where to get meat processed
- Grants for building on-farm value added processing facilities, ,
- Identifying Markets, Marketing (branding, packaging, social media), grants for Advance technology for small processors
- Infrastructure , Market development , Supply chain
- Market Support, Employee education for processing, zoning
- More affordable USDA Meat inspectors for small meat butcher shop and processing plants, More help for small meat producers to understand and apply for grants and loans, Help setting up operating and businesses plans for small producers
- processing, storage,
- Storage, Marketing, Shipping
- Succession planning , USDA processing facility , Certification support
- Supply chain, Infrastructure developing, Technical assistance
- Thankfully we've found local meat processing. but....they most of the meat that needs additional processing such as sausages and related charcuterie are absent., the value added side of meat processing requires another operation that can do that in this area. , Building the case for the dietary benefits of grassfed, grass finished proteins.
- training in meat science and humane butchering, financial and technical support for mobile butchering small business operators. , promote certification of "humane harvest" with existing meat processors
- USDA certified Processors, Local distribution vehicle, Shipping assistance
- USDA inspection certified meat processors closer to our area. Closest is 45 minutes away.
- USDA Processors, Mobile Processors, Local & Regional Marketing

Please briefly describe the primary barriers or challenges you experience that impact your ability to grow, process, or sell climate-resilient grains and pulses: (n=8)

- Cost prohibitive.
- Customers want it, but getting the people in between the growers/processors and the consumer to understand what that means and the market premium.
- Everyone else is green washing
- Green-washing of the term climate resilient
- I'm not sure what climate-resilient grains and pulses would be. We grew garbanzo beans this last season and had a total crop failure due to weather, irrigation knowledge and weeds that got out of control.

- Lack of marketing and sales strategy support is a big deal for us because there is a large degree of education that needs to be woven into the strategy for commercialization of these crops/products. It is not as easy as marketing something else. For example, Sysco wants to work with us, they need data to support claims about climate smart, we have the tools and tech to do this but lack the capital and human power to get it done.
- Transportation and packing is resource intensive and carbon based.
- We can't find competitively priced Colorado milled flour that's retail ready in 1 or 2 lb packages.

From your perspective, what are the 1-5 most important technical assistance, infrastructure development, supply chain, or market development priorities the Center should invest in to support the success of businesses that grow or process climate-resilient grains and pulses? (n=7)

- Assist more mills to process grains close to where they are grown., Assist mills, cleaners and co-packers with packaging equipment., Help Food Hubs expand and give them grants to allow them to get more CR products get to market., Help getting school districts involved in supporting CR local products in forms that they can readily use.
- Education of retail purchasers, Marketers that small companies can all share to help get their products to the next level, More co-packers/millers/malters, or create a list of all to give more options, Funding for start-ups, Continued Food Safety training and followup.
- FIBC cleaning, reuse, recycling operations, comparing facility relocation, additional facilities vs transportation carbon costs, public education regarding decreasing land and water (i.e., value and necessity for resilient ag)
- Marketing support that can be used for ALL players who are developing products containing climate-smart crops, A common and shared broker or sales rep that can develop relationships with all the regional partners for climate-resilient crops, A platform to bring innovators, farmers, breeders, agronomy and markets together to reduce the friction in getting climate-resilient crops into the market , Access to segregated processing, Access to warehousing- possibly shared area
- no idea
- None I already grow those, But our efforts are over shadowed by corporate greenwashing
- Regional adaptation of seeds

Please briefly list or describe the primary processing, distribution, or market challenges your business is currently facing: (n=50)

- Access to capital to expand our food hub.
- Advertising, and a better farm stand establishment.
- Affordable packaging of olives. Found place to buy pint jars, but initial quote for jar labels, w/my logo and pertinent info for the 5 variety of olives I sell, is not affordable.
- Will need to deliver from Victor, ID to Jackson, WY on occasion and if I am the only one creating, ordering, making and supplying it is hard to incorporate deliveries also.
- Want to work on distribution labels for the EVOO I sell. So much want to have offer e-commerce in my soon to be published website that not only offers the products I sell, but

also a blog to provide up to date educational info regarding the health benefits of EVOO and place for people to ask questions and discuss."

- As a brand selling a product that is what others only claim to be our biggest challenge is Overcoming the greenwashing of other commercial egg producers
- Availability of affordable mobile butchers. Availability of butchers/meat processors who are certified "humane farming" so that MY farm can obtain that certification.
- Coordinating USDA regulations and health dept regulations as well as required certifications
- Equipment and labor costs
- Finding grain cleaning services on a smaller scale for a few ton a year
- Freezer storage, marketing and delivery within a large area.
- Funding for building out/upgrading on-farm wash/pack/processing for fruits/veg
- Historical 3 tier distribution scheme. Lack of access to interstate markets without using a beer distributor. (Spokane is close to us, but can't get there) Distribution costs 30%+ making the distributor relationship have a negative value.
- I don't have the resources to hire someone to help with sales materials and sales outreach strategy, this is the number one thing that holds back our business from growth
- I fall under cottage laws. And also sell to a 3rd party packing co
- Identifying and connecting with wholesale customers
- Increasing financial costs of ingredients
- Insufficient access to usda meat processing. Insufficient funding support for food industry infrastructure creation and improvement.
- labor
- Labor shortage, increase in cost of goods
- Lack of time
- Lack of USDA product certification
- Mainly not having any lamb processing butcher shops that are able to USDA certify lamb within 100 miles.
- managing/learning social media and marketing for events
- marketing and growing business is biggest challenge
- Marketing- guidance with making wise/money wise choices
- Meeting buyers and timing product reviews
- Money, we need it to grow and cant even get looked at unless we want 2 million dollars.
- My farm can only make a limited number of local food value-added products with what we grow, as we do not have access to a commercial kitchen. So we have to stay within cottage food laws from Idaho, and cannot sell even cottage food products legally online, in other states, or to grocery/retail stores.
- Distribution is also a challenge given that we live 2.5 hrs away from the nearest city over 10,000 people, so have extremely limited selling outlets without a massive investment in time and fuel to transport goods.
- need labor, machinery
- No access to a commercial kitchen close by, and no opportunities for distribution.

- Our current challenge is finding the cash flow to hire part/full time help in the manufacturing of our product and in sales.
- Pricing and shipping inexpensively. Our products are heavy.
- Processing - cash flow problem of purchasing all raw materials and then waiting until the product is aged to sell, typically 2 years minimum.
- Distribution/Market - we would like to grow our direct to consumer market
- Processing seems to be handled well. Figuring out distribution centers as we grow as well as getting into new markets are big challenges moving ahead
- Processing: Our processing building is under construction. It is taking longer and costing more than we had hoped. Our building will include a commercial kitchen for making value added products out of our pork, beef and chicken and a county health department inspected poultry processing room.
- Distribution/Market challenges: We realize that we need to increase the number of animals that we raise on our farm. We sell out of our products each year.
- seed potato certification
- storage to extend season
- USDA Processing over 100 miles away from farm
- We are "retirement" farmers after 30+successful years of farmers market, CSA, retail, home deliveries, and restaurants. We've found success and currently downsizing production and sales.
- We are scaling more production, so needing to increase storage, cold storage, washing
- We are the processor
- We have moved into "retirement" farming after 25+ years of marketing via the farmers market, restaurants, retail natural foods, CSA and on-farm Farm Stand so no longer are looking at expanding, but more downsizing.
- We have tried to work with regional food distributors, but they all want 3rd party audits for our sprouts. The only companies that will do the audit are out of state and very expensive relative to the size of our business. The frustrating part is to see other local fresh foods being distributed by them and they do require those growers to have a 3rd party audit.
- We have trouble hiring and maintaining employees to work in our processing facility.
- We need buyers of the product. The market has gone completely soft in the last year.
- We need to move to a different location and need funds for a walk-in cooler and infrastructure. Funds for marketing and management would also be helpful. A co-packer would also be very helpful for our energy bars.
- We sell seeds through a seed coop, and getting the word out about local and regional adaptation is expensive and success of marketing is hard to measure. Should we have a print catalog? Increase our presence in retail stores? Just promote on the internet? Etc.
- Packaging labor is also very expensive, but we aren't at a scale that we can mechanize.
- Weekly farmers markets are very time-consuming/labor-intensive. how to get comparable margins with less off-farm time?
- We've had to self finance improvements to our production and processing. We participated a distribution co-op for local and regional foods but it did not succeed. We are working with

a coalition of food related organizations or which part of it will involve a food hub. I can already tell that the food hub portion of that grant fulfillment will be inadequate for the real needs of farms like ours who need that.

- What food safety standards can a seed and grain cleaning operation reasonably meet? For example, FDA requires a pest free facility whereas we remove insects from the product during processing. It feels like we are trying to meet goals that were formulated without us in mind.
- Zero value-added processing facilities or related support are available in my region, which puts the burden of sourcing funding, equipment, staffing, and all the other logistics onto the actual farmers who want to use it. WTF?! No wonder I'm tired and burned out.

Would you like to explain or describe the technical assistance or other support that would help your business develop supply chain relationships, gain price premiums, or access markets? If so, please comment here: (n=19)

- 90% of our business is with one customer and there is low likelihood the other 10% will grow significantly. We have kept our prices low and lost other customers to help this customer grow but now I feel insecure in that we are not diversified and limited in our ability to keep up with their growth without moving and losing more local customers. I could use help developing a broader customer base and making growth plans and contracts that are not too risky or dependent on the plans of one customer. Alternatively, I need help establishing a fair market price that lets our partner continue to develop but does not sacrifice our security.
- food hub/aggregator
- Having support in these areas would definitely be helpful. Not sure what that help would look like, but funding could help to pay for that assistance or someone who could provide services in these fields would be great.
- Help identifying grants applicable to micro farms
- help with marketing and access to markets would be wonderful! We need to improve our packaging, preferably with a bar code (meat products) but need advanced equipment and or other considerations/understanding on how to do so.
- How to make a CSA work and the merchant services embedded into our website.
- I have none-to-little trust that anything you are thinking of offering are appropriate or possible. First of all, the organization mentioned as conducting this survey is completely unknown to me. I would submit they are completely unknown by most all producers like me. I am responding to this survey to let you know that there is plenty of need but somehow you've never been involved, with anyone I know, to help small and medium-sized farms cooperatively build the support they need to grow their businesses.
- I have so much to do and keep up with and our business isn't always super efficient. Sometimes I think a third party evaluation would be helpful. We get so many messages from. So many different platforms and orders come in from everywhere. It is a lot to keep track of

- I would like assistance with food safety training, grant identification and grant applying assistance, and help with market development for value-added food products, fruits and vegetables. In addition to my farm I work in Food Systems and manage our local farmers market, and the farmers market needs assistance to help small farmers, food producers, and ranchers make their products legally so they can sell at the farmers market. The big issues are no access to commercial kitchens, dairy and cheese laws, inaccessible meat processing facilities, and even temporary food license assistance to cook food at the market.
- need training in our specific social media challenges
- New models for farm transition is important to us.
- No
- potatoes are a soft crop with an inelastic demand curve. Control of supply is critical in profitable potato production. Having accurate reports of potato supply would help production decisions, with resulting positive cash flow.
- Spreadsheets that help in pricing out commodities through the value chain would be of extreme importance. I do it all manually and it takes forever with a higher chance of human error. I feel like there has got to be a better way to do it!
- Stop overregulation of small farm products. USDA regulations are unnecessary for majority of small farms selling direct to consumer and burdensome rules restrict consumer access to high quality food.
- we are not computer savvy but grow the best, too many people growing poor quality are leaping over us because they like spending more time on their phones than in the field marketing on tweeter
- We have already received invaluable help through the Tech Help HAACP training course. We were able to participate in HAACP training right at the time that were were finalizing the design of our production building and were able to incorporate what we learned in the final design.
- Would like to expand my business into the local grocery outlets, especially in Victor, Driggs, ID and Jackson, WY.
- Would we be able to get more grants if we formed a non-profit or can we remain for profit and get help expanding with technical assistance and grants or low interest loans?