



**A P P A L A C H I A N**  
**sustainable**  
**D E V E L O P M E N T**  
**LIVING BETTER. LOCALLY**

**2020 ANNUAL REPORT**



## FROM THE CHIEF EXECUTIVE OFFICER



**KATHLYN TERRY BAKER**  
ASD Chief Executive Officer

2020. A year like no other. At least in most of our memories. I can't wait for you to read this year's annual report, because despite its many challenges, there were some amazing things that came out of the past year; partnerships and programming which will have impacts on ASD and the communities we serve for years to come.

Last year we launched Groundwork, our new workforce development program which helps those with barriers to employment gain the technical and essential skills and contacts

they need to succeed in the workforce. Launching such a program during a pandemic was as challenging as one would expect, but Groundwork is already producing amazing results. We are finding that it serves as a connector between all our programs, making our work stronger while building the skills and confidence participants need to succeed.

The COVID pandemic exposed the brokenness of our global and national food system while highlighting the resiliency and nimbleness of local and regional systems. To address the sudden increase in need in our communities, we banded together with 25 hard-working partners in three states to get over 2.2MM pounds of food to those in need; a monumental undertaking that could only happen because of the partnerships and infrastructure that ASD and partners like us have been building for years.

What makes this effort even more impressive is that our Appalachian Harvest staff

coordinated this whole effort all while continuing to serve farmers in the region by developing and providing access to large wholesale markets in the mid-Atlantic.

Through ASD's Appalachian Harvest Food Hub, we also worked with other partners in Central Appalachia who saw a dramatic increase in demand in direct-to-consumer markets moving food to areas with higher demand so that farmers' products did not go to waste. ASD's work in the food system attracted numerous new funders such as the Bill and Melinda Gates Foundation, East TN Foundation, and United Company Charitable Foundation, and brought additional support from long time partners Eastman and Truist (formerly BB&T).

Our Agroforestry program continued to grow. Despite an inability to train people in person, we were still able to conduct site visits to assist farmers with implementing sustainable and profitable practices on their land, resulting in landowners

Our FARM (Farmer and Rancher Mentoring) program received additional funding to expand this program and add a website that will connect farmer and rancher mentors with mentees and which will enable us to implement a Field School in southwest VA.

As you may have noted, I have repeatedly used the word "partners" and acknowledged and honored them. Partnering can be difficult, but at ASD we take pride in our ability to partner with a host of organizations to ensure we all make the greatest impacts possible on those we serve. We know there is far more work than we can do alone so working together to make a difference is a theme that I hope you see throughout this annual report. We play a pivotal role in a lot of areas, with the key word being "role." Please enjoy this annual report and if you see a role for yourself in our work, do not hesitate to reach out.

# 2020 BY THE NUMBERS

ASD received the first ever USDA  
Regional Partnerships Food System grant of

**\$1,000,000**

to support five sub-grantees

Grow Your Own families grew

**20,550 LBS**

of food in school, home-based,  
and community gardens

Healthy Families-Family Farms  
donated

**55,965 LBS**

of seconds produce to hungry  
families in the region

Appalachian Harvest  
helped facilitate the donation of  
**2.2 MILLION LBS**  
of food to pantries, food banks,  
and churches all across the  
region

ASD's Farmer and  
Rancher Mentoring  
Program was awarded

**\$317,000**

to expand service to  
Military Veterans

Appalachian Harvest and the  
Agroforestry program sold

**\$3,119,587**

worth of produce and herbs

Groundwork received

**\$850,000**

from the Department of  
Labor to expand services

Agroforestry helped  
landowners conserve

**1,854 ACRES**

of forest land through  
forest farming

Groundwork associates  
sorted, packaged, inventoried,  
and distributed

**1,488 BAGS**

of fresh vegetables to  
local grocery stores

# BROADENING

## WORKFORCE DEVELOPMENT OPPORTUNITIES



### Groundwork

GROUNDWORK IS A WORKFORCE PROGRAM that gives the opportunity for those with employment barriers such as disabilities, low income, limited education, etc. to earn money while developing valuable skills that will help them move forward. The primary focus of the Groundwork program is to deliver transferable skills within the agriculture and food industry to broaden horizons for those looking to build a stronger career while earning money in the meantime.

Groundwork participants helped construct four raised garden beds for a senior-based community garden; in addition, they helped haul compost for most of the raised garden beds in the Learning Landscapes program, helping contribute to the amount of locally-grown produce and agricultural education.



All of the Abingdon crew members left the program early. This immediately highlighted the need to develop a program specifically for this young Independent Living population, and that is a primary goal for 2021. The two Duffield crew members graduated the program in October, earning their Forklift Safety Certifications and going on to full-time positions with respected local employers immediately after leaving Groundwork. Their graduation made room for two more trainees, who entered the Duffield program in October and will graduate in early 2021.

Another important success for the program was the strong partnerships developed, especially with the Southwest Virginia Workforce Development Board and the Regional Adult and Career Education center (RACE1). Both organizations provided services to support the program and the crew members such as educational and skill assessments, custom one-on-one training on digital literacy, resume preparation, OSHA 10-hour safety certification, and GED preparation and testing, as needed.

2020 was not an easy year to launch a workforce development program, but that didn't stop ASD. Though there were challenges, they were far outweighed by the successes. And, without a doubt, the greatest successes were the opportunities to make positive impacts on the lives of this group of people.



In September 2020, Groundwork was awarded the \$853,000 Workplace Opportunities for Rural Communities (WORC) grant that will allow the program to:

- Build a 36 x 100 greenhouse for use as a job-training environment in Bristol
- Add a full-time Greenhouse Supervisor and Groundwork Mentor staff position
- Purchase a transit van to transport trainees
- Partner with Bristol's Promise and their Bristol Connect initiative, which gives trainees and ASD staff access to a Resource Navigator and Essential Skills Training
- Partner with East Tennessee State University for program evaluation

# GROWING & CONNECTING

## THE CENTRAL APPALACHIAN FOOD & AGRICULTURAL SYSTEM



### Appalachian Harvest Food Hub

**FOR MORE THAN 20 YEARS**, Appalachian Harvest has been helping local farmers access large wholesale markets by providing them with the training, technical assistance, and infrastructure they need to compete successfully in these challenging markets. Appalachian Harvest also houses an Herb Hub that enables forest farmers to earn income from native plant conservation and cultivation.

In 2020, one of Appalachian Harvest's biggest accomplishments was the delivery of **2.2 million pounds** through direct distribution and by partnering with food pantries, churches, and other civic groups all across the region. This all happened within the span of nine months, from March to December, the heaviest time of the COVID-19 pandemic all while continuing to connect farmers with large wholesale markets in the mid-Atlantic, bringing **\$3,119,587** back to the region's farmers. Appalachian Harvest staff also formed 25 additional partnerships through its food access efforts.

Appalachian Harvest also serves as the lead for the Central Appalachian Food Corridor project which enables farmers and food entrepreneurs from VA, TN, KY, WV and OH to gain access to wholesale markets both within Central Appalachia and in the mid-Atlantic region. ASD served as the lead on a \$1MM grant from the USDA's Regional Food System Partnerships program that supports five additional sub-grantees who are seeking to build a system that is financially viable and supports farmers and buyers of a wide range of scales. With this support and the continued support of the Appalachian Regional Commission, ASD and our partners have created 103 jobs and helped develop 18 new businesses.



## Agroforestry

ASD HAS BEEN WORKING for over 10 years to help farmers adopt agroforestry practices, which provide numerous economic, environmental and social benefits, like crop diversification, soil health and water quality improvements, and biodiversity enhancement.

Agroforestry is a land use management system in which trees and/or shrubs are grown with crops and/or livestock, and there are several practices, including: forest farming, riparian forest buffers, alley cropping, silvopasture, windbreaks, and food forests.

The Agroforestry team conducted 24 site visits in 2020, to help landowners conserve 1,854.25 acres of forest land by implementing forest farming best management practices. These practices help forest landowners derive a new source of income from the forests, by

cultivating high value plants in the forest understory, such as American ginseng, goldenseal, and ramps. The Appalachian Harvest Herb Hub helped seven farmers sell sustainably harvested herbs to domestic and international markets in 2020.

One of these southwestern Virginia farmers, Josh Grigsby, interned in 2019 with a partner farm, Appalachian Cove, and produced his first harvest of black cohosh in 2020. Josh recently relocated to Virginia from Florida to attempt earning a living from land that was last worked by his grandfather. This tract of land has been in Josh's family for generations, and with ASD's help, Josh hopes to be able to make his livelihood there. By supporting forest farming in Appalachia, ASD is helping to conserve important native plants and their hardwood forest habitat

## Farmer & Rancher Mentoring

THE FARMER AND RANCHER MENTORING PROGRAM (FARM) is an on-farm educational opportunity designed to help put beginning farmers on a successful career path by pairing them with more experienced local farmers. FARM interns receive the necessary training, tools, and resources to achieve their individual learning goals. Opportunities vary from small backyard producers to large wholesale farming, cattle, and agroforestry practices that all give multiple hours of hands-on learning and opportunities

for learners to build relationships within the community. FARM programs operate in multiple counties throughout SWVA and Tennessee to help people with their individual goals and progress. Since its inception in 2017, the FARM program has trained and hosted 31 local mentor farmers, helped match 33 beginning farmers with local mentors and aided in 25 new farm start ups in Northeast Tennessee and Southwest Virginia. In 2020, seven mentor farmers hosted a total of eight interns.

# EXPANDING

## THE # OF ENTREPRENEURS & ENTERPRISES



### Grow Your Own

THE GROW YOUR OWN PROGRAM helps families establish gardens and grow their own healthy food right at home with assistance in training, technical support, seeds, plants, tools and tilling services. Since 2012, Grow Your Own families have grown more than 140,000 pounds of food, and participants often share with neighbors or supplement their income by selling their excess at local farmers markets.

The Grow Your Own Program is a hands-on beginner gardening program, yet 2020 necessitated a very hands-off year for safety's sake. However, the loss of group workshops and demonstrations didn't slow down our aspiring gardeners. A private Grow Your Own Facebook Group was developed to facilitate a sense of community and individual

30 minute distribution slots were scheduled to keep participants safe while still getting them foundational agriculture supplies like seeds, transplants, tools, and organic pest control. Staff doubled down on individual site visits to address technical issues which couldn't be resolved virtually. All members were invited to weekly community garden open hours for socially distanced hands-on demonstration.

Grow Your Own ended the year with 39 families and 94 total people in those families, and produce was shared with an additional 452 non-Grow Your Own people.

ASD also worked with the Virginia Fresh Match team and local farmers markets to distribute \$6,636 in Virginia Fresh Match incentives. This program allows families on EBT to put more fresh fruits and vegetables on their tables.



# INCREASING FOOD ACCESS & FOOD EQUITY

## Practically Perfect™

**PRACTICALLY PERFECT™** helps reduce the expense of purchasing fresh produce for low to moderate income consumers by creating a market for seconds produce. Practically Perfect™ fruits and vegetables are slightly larger or smaller cousins of garden-variety fruits and vegetables that are sold at discounted prices. In 2020,

ASD Groundwork trainees sorted, packaged, inventoried and distributed 1,488 bags of almost perfect, always delicious, very affordable fresh vegetables to local grocery stores. Participating Food City stores proudly displayed this healthy produce for sale to their appreciative customers.

## Healthy Families — Family Farms

**SINCE 2004, HEALTHY FAMILIES-FAMILY FARMS,** ASD's foundational food access program, raises money to purchase seconds produce from local & regional farmers which it then donates to food banks/pantries. This program remains a win-win: farmers are earning additional income for

their seconds and hungry families are getting fresh, nutritious food. In 2020, because of COVID-19, ASD's Appalachian Harvest Food Hub facilitated the donation of more than 2.2 million pounds of food with 55,965 pounds being seconds from the Healthy Families-Family Farms program!



## Learning Landscapes

LEARNING LANDSCAPES TEACHES CHILDREN how to create, plan, tend, nurture, cultivate and harvest fruits and vegetables in gardens at schools, community centers, and clubs. Children learn the value of the natural world, teamwork, and sharing while deepening their understanding of where their food comes from. ASD believes that teaching children to have a passion for growing their own food and eating well is a critical investment in future generations of Appalachians.

Volunteers from Central Presbyterian Church worked with ASD's program manager throughout the summer to keep the garden active. The dedicated volunteers were set on making sure students came back to a beautiful, productive garden. Produce from the garden,

such as strawberries and cucumbers, was preserved so that students wouldn't miss out on a season just because they couldn't be there. Produce that could not be preserved was donated to local food banks while the students were unable to attend the club. Once the students returned in fall, they were sent home with grocery bags brimming with fresh fruits and vegetables – cucumbers, broccoli, culinary herbs, tomatoes, garlic, beans, fresh cut flowers, cabbage, peas, and more!

ASD staff also worked with a special education instructor at Virginia Middle School, to install 8 on-site raised beds to serve as an outdoor classroom for all school students. In the fall, students successfully grew bushels of mixed greens, carrots, cabbage, kohlrabi, broccoli, and cauliflower.



# MOVING FORWARD

AS WE ALL SETTLED INTO THE REALITY of COVID-19 and its devastating impacts in 2020, we realized that our organization, volunteers, stakeholders, funders, and most of all the families we serve are more resilient and determined than ever before. After the initial shock and numbness of what lay before us, our ability to innovate and collaborate served us well in 2020.

We retained our entire staff with pay for the whole year and even hired 3 new full time employees to join us. This expansion helped us grow our understaffed crew at ASD's Appalachian Harvest Food Hub and in the Agroforestry department. As new team members came on board, enthusiasm and motivation bolstered our entire organization. With that enthusiasm and deepened resolve came an even greater desire to serve and collaborate to improve our region.

Our board and staff remained focused on previous tasks and completed an extensive strategic planning process which will sharpen our focus and help us expand and develop new programs over the next five years. With an updated mission statement to build a thriving regional food and agriculture system that creates healthy communities, respects the planet, and cultivates profitable opportunities for Appalachians, ASD will continue to change the lives of the families we serve.

## FIVE FOCUS AREAS WERE IDENTIFIED AS GOALS TO ACHIEVE BY 2025:

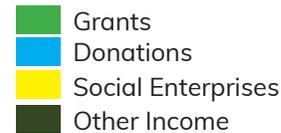
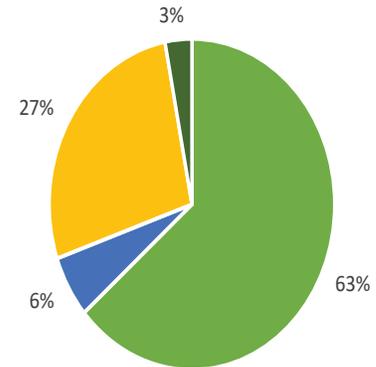
- Grow & Connect the Central Appalachian Food & Ag System
- Promote Regenerative Agriculture & Climate Adaptation
- Expand the # of Food & Ag Entrepreneurs & Enterprises
- Broaden Workforce Development Opportunities
- Increase Food Access & Food Equity

As we begin to emerge from COVID-19 restrictions, we invite you to join us on our journey. There is so much to do and all partners have a role to play. Our impacts are deeper and we're poised to do more. We are committed to providing life changing services to families of Central Appalachia and are humbled to be able to serve our neighbors in 2021 and beyond.

## Statement of Financial Position

	2019	2020 (UNAUDITED)	2020 % OF TOTAL
<b>ASSETS</b>			
Cash and Cash Equivalents	\$239,025	\$101,816	12%
Receivables	\$361,879	\$72,084	9%
Fixed Assets-Net	\$620,294	\$643,543	79%
<b>Total Assets</b>	<b>\$1,221,198</b>	<b>\$817,443</b>	<b>100%</b>
<b>LIABILITIES</b>			
Accounts Payable	\$241,756	\$276,618	40%
Notes Payable	\$254,525	\$288,923	42%
Other Liabilities	\$192,579	\$130,257	19%
<b>Total Liabilities</b>	<b>\$688,860</b>	<b>\$695,798</b>	<b>100%</b>
<b>NET ASSETS</b>			
Unrestricted	\$95,203	\$94,127	24%
Temporarily Restricted	\$295,344	\$305,301	76%
<b>Total Net Assets</b>	<b>\$390,547</b>	<b>\$399,428</b>	<b>100%</b>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$1,079,407</b>	<b>\$1,095,226</b>	

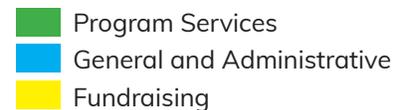
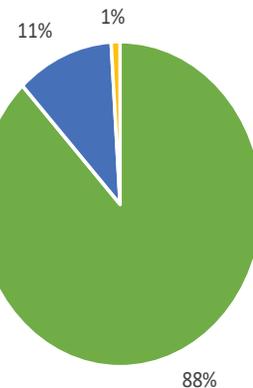
## Revenues by Category



## Statement of Activities

	2019	2020 (UNAUDITED)	2020 % OF TOTAL
<b>REVENUE</b>			
Grants	\$1,138,834	\$1,278,946	63%
Donations	\$105,080	\$125,138	6%
Income from Enterprises	\$570,015	\$556,422	27%
Other Income	\$22,725	\$68,375	3%
<b>Total Revenue</b>	<b>\$1,836,654</b>	<b>\$2,028,881</b>	<b>100%</b>
<b>EXPENSES</b>			
Program Services	\$1,530,927	\$1,844,048	88%
General and Administrative	\$152,756	\$233,268	11%
Fundraising	\$63,994	\$9,466	1%
<b>Total Expenses</b>	<b>\$1,747,677</b>	<b>\$2,086,782</b>	<b>100%</b>
<b>INCREASE (DECREASE) IN NET ASSETS</b>	<b>\$88,977</b>	<b>\$(57,901)</b>	

## Expenses by Category



# 2020 ASD Board of Directors

## **Jim Baldwin**

Executive Director, Cumberland Plateau Planning District Commission

## **Dr. Theresa Burriss, Chair**

Director, Appalachian Regional & Rural Studies Center at Radford University

## **Ben Casteel**

Program Coordinator for Agriculture and Natural Resources,  
Virginia Highlands Community College

## **Dr. Heather Champney, Vice-Chair**

Pediatric Physician & Obesity Medicine Specialist

## **John Gifford, Secretary**

Retired Attorney at Law, Browning, Lamie and Gifford, P.C.

## **Earl Gohl**

Past Federal Co-Chair, Appalachian Regional Commission

## **Antoinette Goodrich**

Owner/Farmer, Laughing Water Farm

## **Jake Harris**

Tri-Cities Market President, BB&T Bank

## **Lindsay Hensley**

Public Affairs & Corporate Events Representative, Eastman

## **Edd Hill**

Founder/Owner, HVAC, Inc.

## **Dr. Steven Hopp**

Adjunct Associate Professor, Emory & Henry College

## **Margie Tomann**

Director, Healthy Appalachia Institute

## **John Thompson, Treasurer**

Accounting Manager, Strongwell

## **Janet Woolwine**

Member at large

# 2020 ASD Staff

## **Kathlyn Terry Baker**

Chief Executive Officer

## **Gina Bishop**

Appalachian Harvest DOT Compliance Manager

## **Taylor Bishop**

Accounting/Hr Assistant

## **Debbie Browning**

Workforce Development Program Manager

## **Katie Commender**

Agroforestry Program Director

## **Jordan Crabtree**

Appalachian Harvest Truck Driver

## **Sylvia Crum**

Director Of Communications And Development

## **Lindsey Felty**

Outreach Manager

## **Matthew Foster**

Appalachian Harvest Truck Driver

## **Chelsea Goulding**

Agriculture Education Program Manager

## **Matthew Graves**

Program Associate

## **Chelsea Lee**

Operations Manager

## **Della McGuire**

Grant Writer

## **Kevin McNew**

Appalachian Harvest Food Hub Assistant

## **Adam Pendleton**

Appalachian Harvest Assistant Manager/Value Chain Coordinator

## **Robin Robbins**

Appalachian Harvest General Manager

## **Jenni Roop**

FARM Program Manager

## **Robin Suggs**

Procurement Manager

## **Angie Vanover**

Chief Operating Officer

## **Thomas Vaughn**

Appalachian Harvest Truck Driver

## **Ciera Wilbur**

Forest Farming Americorps Vista

## **Chole Yates**

Agroforestry Americorps Vista



ASD'S MISSION IS TO BUILD A  
THRIVING REGIONAL FOOD AND  
AGRICULTURE SYSTEM THAT  
CREATES HEALTHY COMMUNITIES,  
RESPECTS THE PLANET, AND  
CULTIVATES PROFITABLE  
OPPORTUNITIES FOR APPALACHIANS

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