

National Center for Appropriate Technology



2004
Annual
Report

WORKING FOR A SUSTAINABLE FUTURE SINCE 1976

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NCAT in Action

A Message from Kathy Hadley, Executive Director



Kathy Hadley,
Executive Director

At the beginning of the year, our board of directors adopted a new strategic plan for NCAT to guide us in meeting the challenges we will face in the coming years. The first goal in this new strategic plan is to empower economically disadvantaged people and communities to enhance their quality of life and environment by using resources sustainably. As you will see in this report, NCAT's staff in 2004 worked with people throughout the nation in community projects and training workshops that will have lasting benefits for individuals, the local economy, and the nation's resources.

Research is the focus of our strategic plan's second goal. Through NCAT demonstration projects this year, people learned ways to make new homes more energy-efficient, learned about the benefits of using solar and wind energy as renewable resources, and learned how to conserve water by monitoring use through new technologies.

Collaborating with other organizations to better reach shared goals is the third goal addressed in NCAT's strategic plan. We know the value of sharing information and working with others to accomplish common goals. This year, we have continued our work with established partnerships and have developed many new liaisons with other nonprofit organizations, public agencies, schools, universities, community leaders, and individuals.

The fourth goal of the strategic plan, to cultivate diversity in all NCAT activities, is a continuing focus at NCAT. Our projects this year involved work in urban and rural areas, with small and large groups of people, in farmer fields and in university settings. Several of our projects were aimed at preserving the cultural aspects of individuals and communities while introducing avenues for economic self-sufficiency and environmental sustainability. Our internal practices encourage diversity in all program areas and we constantly seek opportunities to collaborate with minority organizations to ensure cultural diversity.

Strengthening NCAT's focus on excellence and the board's capacity to support the center, as well as increasing NCAT's financial sustainability complete the goals in our new strategic plan. We are moving ahead with vigor in these areas. Our board of directors, comprised of multi-talented individuals, is providing the leadership to guide the center's activities in these new directions to meet NCAT's mission.

Established in 1976, the National Center for Appropriate Technology is nearing its 30-year anniversary. When I look back at the center's beginnings and its ups and downs over the years, I am always impressed by the work that has been accomplished by NCAT staff and board members, past and present, to meet our mission. I am also impressed by how many individuals, agencies, and foundations have generously supported our work. As we move forward, we will continue our efforts to promote sustainable practices, to train people to use technology wisely, and to meet the needs of individuals, communities, and organizations as they strive toward economic self-sufficiency and conservation of our natural resources.

"As we move forward, we will continue to promote sustainable practices and to train people to use technology wisely..."

NCAT Mission

To help people by championing small-scale, local, and sustainable solutions to reduce poverty, promote healthy communities, and protect natural resources.

The National Center for Appropriate Technology (NCAT) has contributed substantially to the development of appropriate and sustainable technologies and to helping improve the lives of low-income families since 1976. During its first decade, its hands-on training and field demonstrations impacted thousands of communities and its how-to publications were read by hundreds of thousands. During its second decade, toll-free information services were accessed by more than a million people. Now, during NCAT's third decade, the impact of its Internet information services is worldwide and these services have the potential to reach millions, or possibly billions, of people. And, since technology plays such a critical role in American development, and the poor – almost by definition – have been denied access to these technologies, the need for technical solutions to help eliminate poverty and its impact has never been greater. NCAT has never been better prepared to meet that need than it is today, with a diverse and experienced staff covering the fields of sustainable agriculture, sustainable energy, and sustainable communities.

The National Center for Appropriate Technology is a 501(c)(3) nonprofit organization founded in 1976. The center's projects are supported by government and private sector grants and contracts, by foundation grants, and by contributions. NCAT has a fifteen-member board of directors and a staff of 60 in offices in Arkansas, California, and Montana.



Empowering People...

A clear mandate in NCAT's mission since its inception in 1976 has been to empower people with limited resources while promoting healthy communities and protecting the environment. By researching, developing, and transferring technology and information to individuals, organizations, and communities, NCAT staff have created specific examples of sustainable projects and programs and have given people the tools and training they need not only to be self-sufficient, but also to be innovative with local solutions to economic and environmental sustainability.

In 2004, several projects led to exciting accomplishments in NCAT's three program areas: sustainable agriculture, sustainable energy, and sustainable communities. Following are just a few examples of how NCAT worked to empower individuals and communities during the year.

Southwest Marketing Network www.swmarketing.ncat.org

The Southwest Marketing Network was initiated in 2003 through a three-year grant from the W.K. Kellogg Foundation to increase regional marketing expertise and opportunities for farmers and ranchers. The project focuses on both the cultural and commercial aspects of agricultural production in the isolated Four Corners areas of Arizona, Colorado, New Mexico, and Utah. The network not only connects existing and prospective Southwest producers – especially small-scale, alternative, and minority producers – but also offers them avenues to explore technical and financial assistance, business and marketing skills, and peer examples to improve their success and bottom-line profit. A broad spectrum of producers, marketing facilitators, and food system participants from the four-state region contribute to the planning of network activities.

2004 Highlights:

- Initiated a Navajo-run project to renew dryland blue corn and other food production among families in the Navajo Nation near Seba Dalkai, Arizona. The project aims to re-establish traditional connections to the land and within the community and to increase food security, improve nutrition, and bolster farm income.
- Worked with the Navajo Wool Weavers to market their rugs more directly and to cut costs by using Navajo Churro wool and native dyes. Rethinking current marketing outlets led the weavers to develop their own rug auction in their local community where they sold 189 rugs for total sales of more than \$32,000, with 90 percent going to the weavers/sellers.
- Prepared a directory of local producers in southwest Colorado and the surrounding Four Corners area and successfully developed extended farmers' markets through cooperative efforts with city councils and downtown associations.



Navajo weavers sell their rugs directly to buyers through a local auction.

The Southwest Marketing Network is funded by the W.K. Kellogg Foundation, USDA Risk Management Agency Outreach, and the Western Region Sustainable Agriculture Research and Education Program.



Pine Street Neighborhood

Since 2001, NCAT has been a partner in the planning of the Pine Street Neighborhood project in Hazleton, Pennsylvania to build 24 affordable and sustainable homes that create a pedestrian-friendly environment and help facilitate a community spirit that emphasizes safety and security. The homes replace a vacant, decaying, industrial three-block area of downtown Hazleton. This year, NCAT provided technical assistance to the project with funding from the U.S. Department of Housing and Urban Development, and is currently certifying the homes as ENERGY STAR® compliant.



Homes in the Pine Street Neighborhood combine energy efficiency, affordability, and sustainability.

Homes in the project use regionally produced, sustainable materials – such as roof shingles made with recycled tire rubber and plastic – and have higher than usual levels of insulation in the basements, exterior walls, and attics to allow homes to meet EPA’s ENERGY STAR standards. The homes are physically oriented to allow for solar electric systems. Several of the homes are equipped with one-kilowatt solar electric systems that are expected to provide 20 to 30 percent of the electric needs of the home.

Information about sustainable design principles and the Pine Street project is available in the publication *Evergreen Affordability*, available at www.ncat.org.



All-Ozark Meal Project

NCAT’s All-Ozark Meal Project, inspired by other local food projects, brought together farmers, chefs, and hungry diners to celebrate the agricultural abundance of the Ozark region. All-Ozark meals, with menus that included dishes such as Squash and Pecan Dressing, Ozark-Style Chicken Pot Pie, and Eggplant Napoleon were prepared with locally grown products and served at venues that included restaurants, farmers’ markets, church bazaars, and

other public gatherings. The project was just one of NCAT’s efforts to support healthy local and sustainable farm economies by promoting local food purchasing.

The All-Ozark Meal Project was funded by the Southern Region Sustainable Agriculture Research and Education Program’s Community Innovation Project. Additional financial support was provided by the Bank of Fayetteville, the Fayetteville Farmers’ Market, and other local, private donors.



NCAT staffers and All-Ozark Meal Project co-directors, Julia Sampson and Janet Bachmann.

Renewable Energy

Since 2000, NCAT has worked with Montana schools, rural fire departments, senior centers, libraries, and local government agencies across the state to demonstrate the benefits of

using solar energy. Besides generating clean energy from a renewable resource, the solar projects provide unique educational opportunities for area students and for community members. And, over time, the use of solar power helps those who participate in the projects save money on energy bills.



Billings, Montana, firemen pose next to their station's new PV array.

Twelve fire stations in Montana have participated in the demonstration projects to date, with six projects completed in 2004. At each station, NCAT installed a two-kilowatt, roof-mounted solar electric system. The photovoltaic systems convert solar energy into electricity and include a battery bank that stores backup power to be used during a power outage for critical operations, such as opening overhead doors and powering computers and lights. Any excess electricity produced by the systems is fed into the utility grid through a net metering agreement that allows the building meters to spin backward and reduces energy costs.

During 2004, NCAT also provided ten senior meals facilities with solar electric systems to reduce energy costs and with energy audits that offered recommendations for operating the facilities more efficiently. Ten communities also received solar electric systems on public buildings such as libraries, city halls, and courthouses.



Solar electric systems installed at 27 Montana schools serve as educational tools.

NCAT has also installed photovoltaic systems at 27 Montana schools. In addition to installing the systems, NCAT staff developed a solar energy curriculum unit with materials for teachers. The hands-on unit brings solar energy education into the classrooms and allows students to use each system as a learning tool.

These renewable energy projects were funded by NorthWestern Energy's Universal Systems Benefits program.

Montana Green Power
www.montanagreenpower.com

Arkansas Renewable Energy
www.arkansasrenewableenergy.org

NCAT staff members have developed and maintain two websites that provide centralized, reliable news and information about renewable energy. Montana Green Power, funded by NorthWestern Energy's Universal Systems Benefits program and the Fanwood Foundation, has been maintained and expanded by NCAT since 2000. Arkansas Renewable Energy, funded by the Arkansas Energy Office, was developed in 2004. Both websites offer the latest renewable energy news, information on the planning and design of renewable energy systems, activities for the classroom, success stories, renewable energy resources, and more.



Sharing Information...

An important part of NCAT's efforts is to provide a comprehensive system of access to information that strengthens its mission. In 2004, NCAT managed 24 websites, gave workshops or presentations in 42 states, distributed more than 41,000 publications, and had more than 390,000 publications downloaded from its websites. For a complete listing of NCAT websites, go to www.ncat.org.

The following examples show how NCAT worked through its websites and toll-free lines to coordinate and disseminate information.



ATTRA Sustainable Agriculture Information Service

www.attra.org

1-800-346-9140 (English) or 1-800-411-3222 (Spanish)

The ATTRA National Sustainable Agriculture Information Service is a unique technical assistance service provided through a public/private partnership and a cooperative agreement between USDA Rural Business-Cooperative Service and NCAT. The overall goal of the ATTRA project is to enhance the environmental and economic sustainability of farming and ranching across the United States. The information service is designed for farmers, ranchers, and information providers and is available online or by calling toll-free.

More than 200 publications on topics directly related to sustainable agriculture and marketing can be accessed on the website, which averages more than 100,000 unique visitors each month.

NCAT's technical staff includes highly qualified individuals representing a broad spectrum of agricultural disciplines who work from offices in Arkansas, Montana, and California. The ATTRA project is the springboard for a number of NCAT sustainability and agriculture-related projects and is the only national program to provide one-on-one technical assistance on sustainable agriculture and marketing to all 50 states.

The Low-Income Home Energy Assistance Program

www.liheap.ncat.org

1-888-294-8662

Since 1988, NCAT has maintained and operated the LIHEAP Clearinghouse, a nationwide information-sharing project funded by the U.S. Department of Health and Human Services. The project makes information available to energy assistance providers and others that improves the management and delivery of low-income energy services. It also helps target benefits to those with the highest energy assistance needs, initiates innovative administrative and program improvements, investigates sources of supplemental funding for assistance, and reduces energy consumption.

Using its website and newsletters, the clearinghouse also tracks the many innovative ways that states and tribes have used LIHEAP and other energy funds to address the needs of their low-income households.



The National Energy Assistance Referral Project

www.energynear.org

energy@ncat.org or toll-free 1-866-674-6327

Job loss, medical emergencies, severe weather, or other unforeseen circumstances can make it difficult or impossible for a household to pay its utility bills. When people face these circumstances – perhaps even receive a utility shut-off notice – they may not realize that they can get help paying their bills from nonprofit and government agencies, private charities, and, at times, from their own utility company.



The National Energy Assistance Referral (NEAR) project, funded by the Charitable Foundation of the Energy Bar Association and the U.S. Department of Health and Human Services, is a free service that provides people with information about where to apply for assistance they need to keep the heat and lights on. NCAT developed and maintains the online database that includes all of the energy-assistance resources available in any community in the United States. People can call NEAR's toll-free number, send an email, or access its online database for the phone numbers and addresses of agencies and community or charitable groups that may have money available to assist them when they are having trouble paying their energy bills. Users of the service also receive information about state and utility programs that grant rate discounts to low-income and elderly households. More than 16,000 people called the NEAR toll-free number in 2004.



Smart Communities Network

www.sustainable.doe.gov

NCAT developed and maintains the Smart Communities Network website, which contains information, resources, and links that highlight sustainable development efforts in urban and rural communities throughout the country. The network features news and publications; a selection of model city codes and ordinances that promote sustainable development; success stories from across the nation; and a

helpful collection of design and planning tools. The network offers a free electronic newsletter to keep subscribers up to date on what's new in the world of sustainable development. More than 147,000 unique visitors accessed the site in 2004.

New Horizon Technologies

www.newhorizontech.com

1-888-644-4572

New Horizon Technologies, Inc. — NCAT's for-profit subsidiary — was founded in 1982 to convert the knowledge and practices developed at NCAT into profitable business activities that generate support for the center's development activities. New Horizon Technologies:

- Provides energy-use metering and monitoring services for larger buildings in government, the private sector, and colleges and universities using technologies developed at NCAT.
- Sells products and services that are designed to support small technology companies. These products and services include detailed market assessments of emerging technologies, a website dedicated to assisting small businesses engaged in developing and commercializing new technology, and consulting to firms interested in applying to federal and state financing programs.

Moving Forward...

With our mission in mind, staff members are always on the lookout for ways that NCAT can work with individuals and communities to meet the goals of our strategic plan. In 2004, several projects were identified that will help promote environmental and economic sustainability across the nation. Some are still in the incubation stage, but others, such as the following examples, are already in motion and producing exciting results.

Organic Farming and Product Marketing

The growing demand for organic foods is proving to be a boon for family farms, providing a market that demands produce and livestock products grown without the chemicals traditionally used by conventional farms. Yet breaking into the organic market can be tricky – farmers must know where to look for buyers, how to attract them, what kind of products are in demand, and how they should be packaged.

NCAT is working with California farmers – particularly minority farmers and farm workers interested in becoming farmers – in a package of projects designed to improve their access to the organic market. In a partnership with the Agriculture Marketing Organization and Farm and Agriculture Collaborative Training Services, for example, NCAT staff developed a workshop, presented in Spanish, that focused on risk management for Latino organic growers. Participants learned how to keep records, plan and plant for their market niche, and market to potential customers. The training included a trip to the wholesale terminal markets in San Francisco to visit organic produce buyers. There farmers learned what products buyers want and how they want them packaged and presented. Workshop participants also visited the California Farm Service Agency, where they learned about the paperwork the agency requires for loan and grant applications.



Farmers investigate organic products and packaging as part of NCAT training.



NCAT staff discuss organic agriculture with California farmers.

In a similar project, NCAT teamed up with California Farmlink, the California Human Development Corporation, and the Farmworker Institute for Education and Leadership Development to teach Cambodian and Latino growers, farm workers, beginning farmers, and others interested in becoming farmers about the best techniques for record keeping in organic agriculture. Funded by the U.S. Department of Agriculture, the project also introduces participants to the new and rapidly growing market for organic farm products.

Water Conservation

www.ncat.org/mtrivers

The Montana Rivers Project offers fresh ideas for protecting Montana's world-famous rivers – ideas such as solar-powered livestock watering systems to move cows away from streams and protect riparian areas and technologies that help irrigators avoid overwatering their crops, which reduces dewatering of the state's already stressed river systems.

NCAT has conducted hundreds of irrigation system audits in Montana and provided reasonably priced soil-moisture monitors and sensors that irrigators install in their fields. Sensor data indicate when irrigation water has reached the depth required for healthy plant growth, allowing irrigators to turn off the water when it is not needed. Besides taking much of the guesswork out of irrigation plans, the monitors automatically store 11 months of data, giving irrigators a season-long view of how much water was needed in their fields and how much water was used.

In response to growing interest in efficient irrigation systems, NCAT prepared and distributed more than 7,000 copies of the *Montana Irrigator's Pocket Guide*. The guide, designed to fit in a hip pocket, is a "take to the field" reference that offers the latest information on irrigation technologies, with emphasis on energy conservation measures and ways to conserve water and preserve its quality. Because of the success of the Montana pocket guide, NCAT launched a new national effort this year to create a series of state-specific irrigator guides to assist other areas of the nation that are dealing with increasing competition for water.

Funding for the Montana Irrigator's Pocket Guide was provided by the Montana Department of Environmental Quality, the Montana Water Center, NorthWestern Energy, and the USDA Rural Business-Cooperative Service.

Revitalizing Family Farms

Until recently, the U.S. market demand for sheep and goats was small. Today, however, we are seeing an increased demand for these small ruminants as more and more producers learn of their benefits in revitalizing family farms.



Arkansas extension agents with baby goats.

Goats and sheep are inexpensive to buy and maintain, mature quickly, reproduce rapidly, and do not require a large investment in time or equipment. In addition to providing meat, dairy, and fiber products, sheep and goats have been used to reclaim abandoned or neglected land. Their manure fertilizes the land and they eat many noxious and invasive weeds that cattle do not eat, such as leafy spurge, multiflora rose, and knapweed. Sheep and goats also are an environmentally friendly way to clear brush, to reduce fire danger in residential areas, and to trim back vegetation along waterways, on steep mountainsides, under power lines, and in city parks.



Soil moisture monitors help irrigators water more efficiently and protect Montana rivers.

Moving Forward



The growing market has inspired farmers to consider investing in sheep and goats, but they need more information about their production. With funding from the Southern Region Sustainable Agriculture Research and Education, NCAT is helping sheep and goat farmers by:

- offering information and publications on sustainable goat and sheep production at farmer field days, conferences, and seminars and assembling resources for a manual on sheep and goat production.
- organizing train-the-trainer workshops on sheep and goat production in Arkansas, Georgia, Kentucky, and North Carolina.
- developing the *Small Ruminant Sustainability Checksheet* designed to help sheep and goat producers identify strengths and areas for potential improvement through evaluation and discussion. The checksheet also provides an extensive list of available resources.



NCAT's Linda Coffey (center) helps producers evaluate this goat.

Energy-Efficient Homes

Most consumers are familiar with the ENERGY STAR label and know that when they buy a product with that label they have purchased an item that uses energy efficiently. What is not as familiar to many consumers is the fact that entire homes also can earn the ENERGY STAR label when they are built to meet performance guidelines for energy efficiency set by the U.S. Environmental Protection Agency. As a partner in energy efficiency efforts in the Northwest, NCAT is working to help builders construct ENERGY STAR certified homes and to make prospective buyers aware of the incentives and savings available through the purchase of ENERGY STAR homes.



NCAT is working to improve the energy efficiency of new residential construction in Montana.

Through a project with the Northwest Energy Efficiency Alliance that aims to improve residential new construction building in Montana, Oregon, Washington, and Idaho, NCAT staff is establishing and will maintain ENERGY STAR verification, certification, and quality assurance processes in Montana. NCAT presented two successful training workshops for home builders in Montana this year. NCAT staff also will take the lead role in developing training in the four-state area for verifiers and quality assurance specialists, the people who verify that builders meet ENERGY STAR requirements and that the homes perform within ENERGY STAR standards.

Financial Information

Statement of Activities			
	FY2004	FY2003	FY2002
REVENUE			
Program income	\$ 4,781,988	\$ 4,526,150	\$ 4,387,071
Other income	134,744	168,988	97,748
	<u>4,916,732</u>	<u>4,695,138</u>	<u>4,484,819</u>
EXPENSES			
Program expenses	4,414,608	4,234,501	4,040,682
Indirect program expenses	419,129	399,759	387,920
Other (income)/expenses	36,229	(12,506)	(73,363)
	<u>4,869,966</u>	<u>4,621,754</u>	<u>4,355,239</u>
Change in Net Assets	\$ 46,766	\$ 73,384	\$ 129,580

Balance Sheet	
	September 30 2004
ASSETS	
Cash	\$ 670,847
Accounts receivable	492,625
Other current assets	52,002
	<u>1,215,474</u>
Property and equipment	1,092,668
Accumulated depreciation	(826,781)
	<u>265,887</u>
Other assets	392,954
	<u>\$ 1,874,315</u>
LIABILITIES	
Accounts payable	\$ 177,673
Accrued expenses	306,979
Deferred income	320,455
	<u>805,107</u>
Long term debt	61,482
NET ASSETS	<u>1,007,726</u>
	<u>\$ 1,874,315</u>

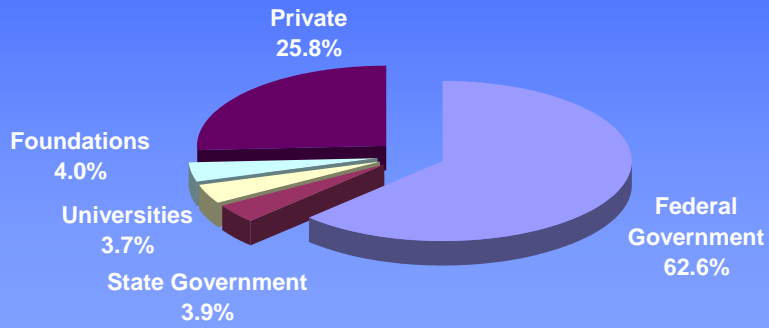
Despite tightening budgets in foundation, private, and government arenas, NCAT has done a good job in diversifying its program base. In 2004, NCAT was able to garner a 6 percent increase in program income while holding program expenses to a 4 percent increase.

As the accompanying chart (page 12) illustrates, 63 percent of NCAT's program income comes from government sources; however, the number of grants and contracts within the government sector is increasing and the grants and contracts are more diversified, which helps to build a solid base of funding sources.

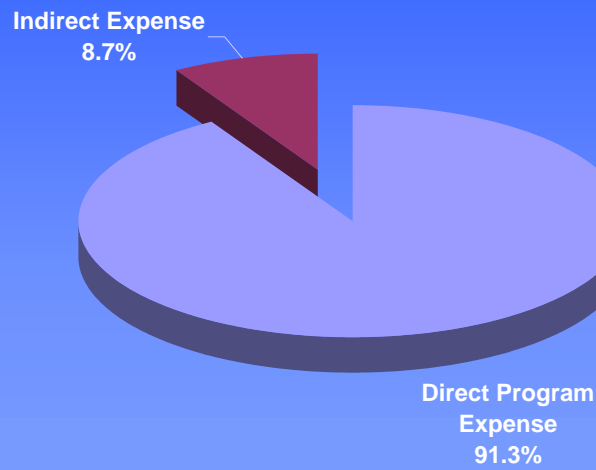
NCAT carefully controls and monitors administrative costs which are only 9 percent of total expenses. NCAT maintains a strong cash position and continues to pay down its long-term debt. We are pleased to report that we received a clean audit opinion this year with no recommendations for changes to our accounting system. Our audited financial statements are available upon request by calling 1-800-ASK-NCAT.



Program Income By Funding Source



Program Expenses as Percent of Total Expense



NCAT Collaborators and Funders

U.S. Dept. of Agriculture
U.S. Department of Energy
U.S. Department of Health and Human Services
U.S. Department of Housing and Urban Development
Agriculture and Land-Based Training Association
Alternative Energy Resources Organization
American Livestock Breeds Conservancy
Appalachian Sustainable Agriculture Project
Arkansas Cooperative Extension Service
Arkansas State Energy Office
Arkansas State Horticulture Society
Arkansas-Oklahoma Horticulture Industries Show
Artemis Common Ground
Berea College
Bank of Fayetteville
Bremer Foundation
California Association of Resource Conservation Districts
California Farm Link
California Human Development Corporation
California Natural Resource Conservation Service
Center for Land-Based Learning
Charitable Foundation of the Energy Bar Association
City of Little Rock
Clark Fork Coalition
Climate Solutions
Colorado State University
Community Alliance with Family Farmers
Ecological Farming Association
Ecology Action
Facility Improvement Corporation
Fanwood Foundation
Farm and Agricultural Collaborative Training Systems
The Farm Connection
Farm to Table
Farmworker Institute for Education and Leadership Development
Fayetteville Farmer's Market
Federation of Southern Cooperatives
Florida Organic Growers
Fort Valley State University
Friends of Farmers' Markets
Georgia Organics
Michael Groh
Heifer Project International
Herron's Soil Interpreters
Holmes Sustainable Agriculture Project
Housing Corp. of Northeastern Pennsylvania
Independent Power Systems
International Organic Inspectors Association
Kellogg Foundation
Kerr Center
Lake County Community Development Corporation
Langston University
Lethbridge Research Centre
McKnight Foundation
Michael Fields Agriculture Institute
Midwest Organic and Sustainable Education Services
Minnesota Dept. of Agriculture, Energy and Sustainable Ag Program
Mississippi Association of Cooperatives
Mississippians Engaged in Greener Agriculture
Missouri Alternative Center
Montana Department of Environmental Quality
Montana Natural Resources Conservation Service (USDA)
Montana Renewable Energy Association
Montana State University
Montana Water Center
National Consumer Law Center
Navajo National Dept. of Agriculture
Nevada Department of Agriculture
North Carolina A&T State University
North Carolina State University
Northeast Sustainable Agriculture Working Group
Northern Plains Sustainable Agriculture Society
NorthWestern Energy
Northwest Energy Efficiency Alliance
Oregon State University
Organic Farming Research Foundation
Portland Energy Conservation, Inc.
Prete Electric
Rio Grande Policy Council
Small Farm Today
Solar Plexus
Southern Region Sustainable Agriculture Research and Education Program
Southern Sustainable Agriculture Working Group
Southern University Agriculture Research and Extension Center
Sundance Solar Systems
Sustainable Cotton Project
Texas Organic Farmers and Gardeners Association
Traditional Native American Farmers
The United Christian Community Association
United Farm Workers (California)
University of Arizona
University of Arkansas at Fayetteville
University of Arkansas at Pine Bluff
University of California Cooperative Extension
University of Florida
University of Georgia
University of Montana
University of Tennessee Center for Profitable Agriculture
Utah State University
Washington State University Tree Fruit Research and Extension Center
Western Region Sustainable Agriculture Research and Education Program



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