
eeBLUE Aquaculture Literacy Mini-grants Program Evaluation for 2021 Cohort

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Prepared by Geoliteracy, LLC
For



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EXECUTIVE SUMMARY

Grantees of the eeBLUE Aquaculture Literacy mini-grant program built diverse, collaborative networks in ten communities across the United States, advancing aquaculture literacy and building power to advocate for aquaculture from coast to coast. Grantees developed programs that are replicable, sustainable, and positioned for lasting impact thanks to the community connections they relied on to develop and sustain their work.

What can the information reported by grantees about project implementation and results tell us about program outcomes?

This evaluation found that eeBLUE Grantees' reported outcomes extended beyond aquaculture literacy to broader outcomes. Grantees developed markets, jobs, and sustainable partnerships that will extend far into the future, helping to bring about the long-term outcomes that the eeBLUE program seeks. Through the eeBLUE program, grantees were able to expand their organizational capacity, and plant seeds for future work. The information reported by grantees demonstrates that strong partnerships and flexibility over implementation strategies can overcome challenges associated with the COVID-19 pandemic, staff turnover, and even weather. We recommend additional methods for exploring results in the next funding round.

How can the information reported by grantees about project outcomes be synthesized into best practices for community engagement with aquaculture literacy discussions?

Grantees succeeded in reaching the most individuals when they had strategic partnerships in place or were able to establish strategic partnerships. Grantees reported on both the breadth and depth of aquaculture literacy success. One grantee reported reaching over 300,000 individuals with an exhibit that led groups of school students to return with their parents in-tow. Another reported that partners appeared to help them rescue abalone when severe weather threatened the farm. The results reported by grantees show the power of small-scale grant-making. Small amounts of funding go to small, existing, community networks that already have the grassroots connections that lead to success. In addition, grantees highlighted the importance of being flexible and responsive in meeting partners where they are at. The flexibility of a small program helps to create that space.

What can the information reported by grantees about project partnerships tell us about cross-sectoral collaborations to reach diverse audience groups?

A successful project model may consider which partners are needed for success and seek to develop these strategic partnerships in advance of implementing a literacy strategy. For example, existing relationships with schools and aquaria enabled multiple grantees to begin providing aquaculture information quickly. As a result, grantees achieved ripple effects that reached hundreds of thousands of people. Collectively, eeBLUE grantees and community partners built on broad and deep community connections to bring aquaculture into the lives of almost 350,000 people between July 2021 and December 2022. We recommend expanding on network analyses and continuing to emphasize broad partnerships in subsequent funding rounds.

BACKGROUND

The eeBLUE program began in 2020 as an effort to better connect National Oceanic and Atmospheric Administration (NOAA) offices and programs with each other, environmental educators, and aquaculture industry members to improve public knowledge about aquaculture. The program set an objective to establish cross-sectoral partnerships that could bring aquaculture to more Americans, particularly those who lack the resources to learn about or develop aquaculture programs. In partnership with the North American Association for Environmental Education (NAAEE), the eeBLUE program hoped to develop creative approaches for engagement that would bolster aquaculture literacy across the country.

Aquaculture Literacy as a Goal

Aquaculture literacy is demonstrated when someone shows a baseline understanding of aquaculture topics, potential careers, and related environmental issues that allows them to make informed decisions about aquaculture in a community. The Community of Practice for Aquaculture Literacy (CoPAL) expresses this through three goals:

- Bringing aquaculture education programming to institutions and/or target audiences currently lacking resources;
- Building the capacity of environmental education providers to offer high-quality programming in informal and formal settings by matching aquaculture communication needs with existing research; and
- Developing creative approaches for public engagement that promote a culture that values innovation, exploration, and community-relevant learning as a context for improving public aquaculture literacy.

To contribute to these goals, NOAA and the NAAEE partnered to establish the collaborative eeBLUE Aquaculture Literacy Mini-grant program.

Mini-grants as a Tool for Community Change

Previous evaluations and literature on community-based public health initiatives and projects suggest that mini grants are a promising way to build capacity and make large impacts for targeted activities using small amounts of money. (See references 1, 2, 4 in [Appendix D](#).) In contrast with larger grant funds, one study on the completion of small grant climate change adaptation projects in the South Pacific showed that “projects that are shorter, with a higher level of cash co-financing and/or in-kind contribution from other donors and project partners, take a single adaptation approach and have a clear consistent focus on adaptation as opposed to other outcomes have a higher probability of completion.” (Reference 7, [Appendix D](#))

Mini-grants have also been found to drive community action when they focus on clear goals. Grants that had a sustained impact on residents included those where the project was designed with a long-term change goal, where the grantee had a learning orientation and was able to adapt when they encountered obstacles, and where the grant had someone involved with the project who believed in the long-term goal and focused the group, and the grantee received effective technical support. (Reference 5, [Appendix D](#))

The eeBLUE Aquaculture Literacy Mini-grant Program

NOAA and NAAEE designed the grants to provide informal education organizations, like aquariums, and members of the aquaculture industry with funds for innovative education programs that would teach students and the general public about aquaculture. The grants allowed for formal or informal educational programs. The request for proposals specified that applicants should come to the program prepared to establish partnerships between informal educational organizations, aquaculture industry experts, and NOAA.

Selected grantees were responsible for completing their activities along with their partners, providing two brief progress reports and sharing their results by submitting lesson plans, photos, videos, and a blog post. Finally, grantees were to participate in an end-of-cycle symposium to discuss their experiences with other grantees.

The program received applications until April 2, 2021, and selected ten grantees by July 2021. Across the ten grantees, the eeBLUE Aquaculture Literacy Mini-grant program issued \$148,487 in grant funds. All grant projects focused on aquaculture education; two grantees also included professional development training activities, and two grantees included a focus on culinary demonstrations. Project activities varied, but included developing curricula, exhibits, hosting tours, and demonstrations. Grantees received between \$14,444 and \$15,000 to implement their projects. Table 1 lists the grantees, their project names, and the awarded amounts.

Table 1: eeBLUE Grantees, Projects, and Awarded Amounts

Grantee	Project Name	Award
Franklin's Promise Coalition	Apalachicola Bay Aquaculture Demonstration Pilot Project	\$14,850
Mote Marine Laboratory, Inc	Offshore Optics -- Taking a Closer Look at Offshore Aquaculture	\$15,000
Canopy Farms L3C	Bringing aquaculturists and the public together through the sci-cafe experience	\$14,606
Aquarium of the Pacific	Ocean Farmers	\$15,000
Atlantic Sea Farms	Kelp to the Kitchen: Bringing seaweed and chefs together	\$15,000
The Cultured Abalone Farm	Abalone Aquaculture Education Pilot Project	\$15,000
Martha's Vineyard Shellfish Group	The Martha's Vineyard Oyster Aquaculture Literacy Program: The magic of Martha's Vineyard oysters	\$14,797
Ohio Sea Grant, The Ohio State University	The story of yellow perch: understanding Ohio's wild and farmed fisheries	\$14,791
University of Georgia, Marine Extension and Georgia Sea Grant	SEE (Social, Economic, Ecological) Aquaculture – Enhancing marine aquaculture awareness through outreach education	\$14,444
University of Maine Cooperative Extension, Maine Sea Grant	Aquaculture ME! Supporting cross-sector collaboration in Maine aquaculture education	\$14,998
TOTAL		\$148,488*

* total varies slightly due to rounding of grant amounts

Of the ten grantees, five were nonprofit organizations (Aquarium of the Pacific, Canopy Farms, Franklins Promise Coalition, Martha's Vineyard Shellfish Group, and Mote Marine Laboratory), two were affiliated with academic institutions (University of Georgia and University of Maine/Maine Sea Grant), two were private organizations (Atlantic Sea Farms and The Cultured Abalone), and one was affiliated with a government institution (Ohio Sea Grant). [Appendix A](#) lists the grantees.

EVALUATION METHODS AND QUESTIONS

The eeBLUE program partnered with GeoLiteracy, LLC to explore the impacts of the pilot program, and develop lessons learned guiding future community-led work to advance aquaculture literacy. The learning and evaluation process was guided by three core questions:

Objective Questions

To learn from the eeBLUE Aquaculture Literacy Mini-grant Program's first funding round, NOAA and NAEF asked the evaluation team to explore the following three evaluation questions:

1. What can the information reported by grantees about project implementation and results tell us about program outcomes?
2. How can the information reported by grantees about project outcomes be synthesized into best practices for community engagement with aquaculture literacy discussions?
3. What can the information reported by grantees about project partnerships tell us about cross-sectoral collaborations to reach diverse audience groups?

Methods

The eeBLUE Aquaculture Literacy Mini-grant Program sought to reduce the reporting burden it placed on grantees. As a result, the program required grantees to report on their progress in a google form at two points during the grant period: in January 2022 and January 2023. Our evaluation of this grant program relied on these two self-reported sources for primary information about grantee activities, partners, and results. We conducted basic textual analysis of qualitative responses and assessed quantitative information provided in the reports. The reports asked for details on project reach to communities, but due to the categories provided, the evaluation team was not able to draw specific conclusions regarding reach.

We conducted a listening and recommendation session with nine of the ten grantees during a virtual February 2023 close-out symposium. During this time, we asked grantees to reflect on their experience using the question, "As you think about your community engagement work, what lessons learned and recommendations do you have?" We asked them to respond in three categories: (1) Recommendations for eeBLUE team/future grant cycles; (2) Recommendations for colleagues working to build aquaculture literacy; and (3) Other lessons learned or recommendations. The February symposium also included presentations by all ten grantees, which served as additional data sources for the evaluation team. Grantee presentations provided additional details on results, partnerships, and lessons learned. The evaluation team integrated these reports and additional recommendations into our observations.

We worked with eeBLUE personnel to draft and finalize a logic model describing how the grant program intends to improve aquaculture literacy, and how aquaculture literacy will lead to additional outcomes. This process enabled the evaluation team to understand the intent and activities of the program in the

context of the grant-making endeavor and helped us identify key outcomes of interest to the eeBLUE program and its funders. The program logic model appears as [Appendix B](#).

The evaluation team developed a basic network map to demonstrate how grantees and their partners expanded the known eeBLUE network through their relationships. We used grantee reports, symposium presentations, and additional information from eeBLUE personnel to expand and refine the map. The network map appears as [Appendix C](#). This network map can be explored online through [this link](#).

Finally, the evaluation team conducted an anonymous survey of grantee partners as a method for providing basic validation that reported partnerships existed. With assistance from NOAA personnel, the survey received OMB clearance for issuance. We sought partner information from grantees based on their final reports and additional information provided by eeBLUE personnel, and emailed survey invitations to 35 potential partners. We received 11 responses for a response rate of 33 percent. The responses are not generalizable across grantees, but they provided additional information about partnerships that existed during the program.

Limitations

Our evaluation of the eeBLUE mini-grant program worked within time and data collection constraints. However, these constraints did not present an unsurmountable limitation for the evaluation. GeoLiteracy verifies that the data collected and analyzed for this evaluation represents a fair, fulsome, and accurate picture of the grant program's operations and outcomes. Where we identified challenges with data triangulation, we have noted that in the text and explained any alternative perspectives of concern.

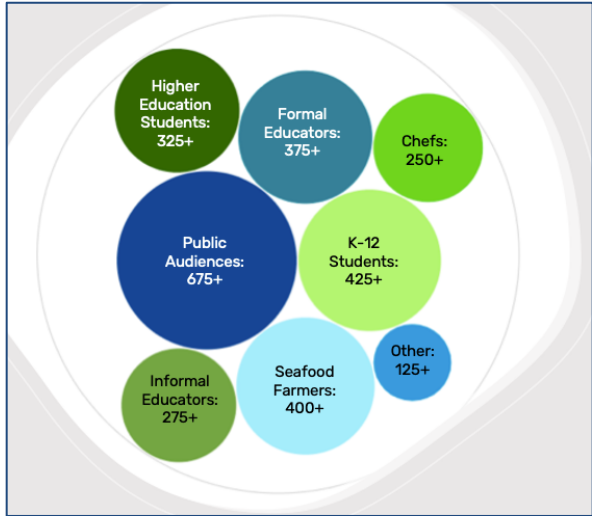
The constraints of this evaluation did not allow for separating grantees' eeBLUE mini-grant-funded activities from activities funded by additional sources. As a result, our evaluation demonstrates how eeBLUE funds contributed to results, but cannot show that results can be attributed solely to eeBLUE program funds. This evaluation also primarily used grantee-reported results collected through a google form provided by eeBLUE personnel. We identified a few limitations to the form, which we describe in recommendations. One limitation that presents a challenge for this evaluation is that the google form does not ask grantees what they may have accomplished in the absence of their eeBLUE grant funds. As such, the evaluation findings summarize how grantee projects succeeded while they were monitoring their work for the eeBLUE Aquaculture Literacy Mini-grant Program. Where possible, the evaluation team triangulated information using external sources, like media reports and social media posts, to validate grantee-reported information.

EVALUATION RESULTS

Finding 1: eeBLUE Grantees' Reported Outcomes Extended Beyond Aquaculture Literacy

Through this small-scale, one-and-a-half-year program, eeBLUE grantees and their community partners built excitement and understanding around aquaculture, and supported communities to take further steps toward establishing sustainable aquaculture. Community members became "ambassadors for aquaculture," gaining practical, actionable tools for accessing aquaculture products as well as educating others about the aquaculture industry and its importance. Grantees and community partners helped

provide pathways for individuals to bring local aquaculture products to their tables, supporting local aquaculture businesses. The grantees final reports, submitted through an eeBLUE-developed google form, asked for information about direct and indirect reach for each project. Figure 1 shows the approximate number of people grantees reported directly reaching by category. EeBLUE developed these categories in its grantee reporting form and asked grantees to report approximate reach under each category. For example, grantees marked whether they reached 0-25, 26-50, 51-75, 76-100, or 100+ people in each of the categories described. The grantees provided additional detail on the reach of their projects in narrative descriptions. These details are described in the report section on [Individual Grantee Results](#).



1: Approximate direct reach reported by grantees.

Grantees developed programs that are replicable, sustainable, and positioned for lasting impact. Grantees and their partners also report that the community connections required to sustain this work will be maintained beyond the project. Through their projects, grantees brought aquaculture into daily life, helping communities connect or reconnect with aquaculture.

Quick Numbers (estimated)

- 2 Full-time jobs created**
- 5 Internships created**
- >11,000 Aquaculture product servings**
- >15,000 Students engaged**
- >347,958 People reached**

Grantees worked across communities with diverse relationships to aquaculture. For some communities, aquaculture was a relatively new concept being introduced, while for others, aquaculture may be a deep part of cultural identity. Across all contexts, grantees found creative ways to help people make a direct connection to aquaculture: by relating aquaculture to topics youth and their families are familiar with,

making aquaculture and aquaculture products accessible to people in their daily lives, and supporting individuals to reconnect with aquaculture as a part of their cultural identity.

“We were able to connect at conferences and discuss our different roles. With the discussions our connection grew stronger, and each could see where they could help out and play a part.”

-Anonymous Grantee Partner

Finding 2: Grantee Success Depended on Strategic Partnerships

Collectively, eeBLUE grantees and community partners built on broad and deep community connections to bring aquaculture into the lives of hundreds of thousands of people between 2021 and 2022. The eeBLUE Aquaculture Literacy Mini-grant program’s success depended not just on partnerships, but on developing and engaging in *strategic* partnerships.

Together, grantees directly and indirectly reached more than 314,000 individuals through their activities. The smallest reach for any grantee with a completed project was 125 individuals. The largest reach for a single grantee was directly reaching 314,000 through an exhibit at a popular aquarium. Most grantees reported reaching around 800 people through their direct or indirect efforts.

Grantees succeeded in reaching the most individuals when they had strategic partnerships in place or were able to establish strategic partnerships. Grantees reported on both the breadth and depth of aquaculture literacy success. One grantee reported reaching over 300,000 individuals with their aquarium exhibit that led groups of school students to return with their parents in-tow. A second grantee who began their grant with nine and ended the grant period with 13 partners reached over 10,000 individuals directly and indirectly through their work. A third grantee concerned about a COVID-19-related challenge was able to expand their reach to university restaurants by partnering with six additional major universities and their related restaurant groups.

Strategic partnership also benefitted grantees by the depth of their relationships. Partners became invested in each other’s work and lives in meaningful ways. One grantee reported that partners volunteered to help them rescue abalone when severe weather threatened the farm. A grantee partner noted that through their eeBLUE partnership, they have identified additional ways to collaborate that make use of the partners’ unique strengths. All grantees reported future plans for continuing work, and some of our grantee partner survey respondents validated that the networks developed through this program have had a ripple effect and will continue to grow.

“Bigger picture, we now have a great working relationship and have been and will continue to learn from each other regarding all aspects of ... aquaculture since we have different skill sets, facilities, knowledge, goals etc..”

-Anonymous Grantee Partner

Across the program, the ten grantees reported partnering with 53 additional organizations, including universities, aquaria, restaurants, schools, industry professionals, and industry organizations. Four grantees shared partners or were listed as partners to each other on separate projects. The number of partners ranged from 2 to 14. Most commonly, grantees worked with four or five partners. The partners included 19 nonprofit organizations, 14 academic organizations, 12 government organizations, and 8 private organizations. Of the ten grantees, four reported adding partners over the course of the grant (included in the figures previously provided). [Appendix C](#) depicts a network map of all grantees and reported grantee partners, followed by a table listing all named partners. This network map can be explored online through [this link](#).

Grantees developed strong practices for community engagement and genuine community-led partnership. When developing partnerships, grantees grew and nurtured strong, reciprocal relationships through their commitment to being flexible, responsive, and adaptable.

During the closing symposium, grantees emphasized the value of establishing broad and unique partnerships. They suggested ways to identify and work with partners including the following:

- Engage with people from other disciplines outside of aquaculture to maximize the impact of your project.
- Consider opportunities and audiences in aquaculture outside of science-based roles: sales, marketing, comms, logistics, food safety, etc.
- Embrace new partners from the least likely places!

A successful model for future may consider which partners are needed for success and seek to develop these strategic partnerships in advance of implementing a literacy strategy. For example, existing relationships with schools and aquaria enabled multiple grantees to begin providing aquaculture information quickly and to reach wide audiences who already planned to visit the sites. As a result, grantees achieved ripple effects that reached thousands of people.

Finding 3: Small-scale Grants Benefit from Existing, Strong Networks

The eeBLUE program demonstrated the power of small-scale grant-making. Through the eeBLUE program, grantees were able to expand their organizational capacity, and plant seeds for future work. In part because the funding amounts were relatively small, the funds reached small, existing, community networks. These organizations may not require grassroots development that must occur for larger organizations that do not already have community connections. Existing, community-led efforts have a history, which allows them the ability to remain responsive and thus sustainable. Grantees highlighted the importance of being flexible and responsive in meeting partners where they are at.

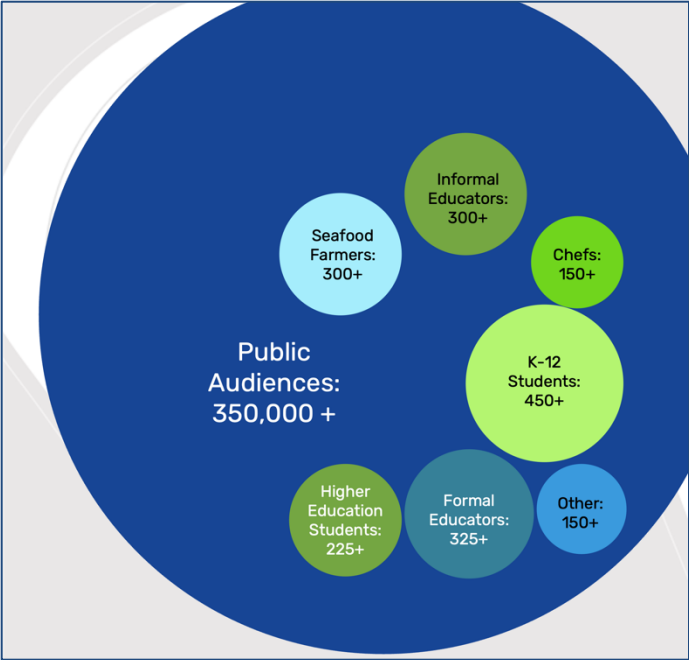
Accordingly, we found that the eeBLUE grantees brought deep community connections to the program, with an understanding of how to meet communities and partners as they are. Most grantees knew their partners before engaging in their eeBLUE project. Seven of the eleven respondents to the grantee partner survey reported that they knew the grantees before the eeBLUE Aquaculture Literacy Mini-grant program began around July 2021, and four respondents met grantees after that date. Nine of the partner respondents reported that their own networks expanded as a result of working with the grantee. Nine respondents reported that their relationships with grantees strengthened over the course

of the grant period. Nine respondents reported that they achieved results they would not have without the collaboration with grantees. All eleven respondents reported they were satisfied or highly satisfied with the collaboration created by the eeBLUE Aquaculture Literacy Mini-grant Program.

“We are in the position of being able to conduct rigorous research that [the grantee] cannot with their systems, staff etc. As a result, I recently received funding for a project that directly resulted from conversations I had with [the grantee] and we are excited to collaborate on it.”

-Anonymous Grantee Partner

When engaging diverse audiences, grantees showed the power of interactive and diverse modes of engagement, that were hands-on, accessible, and supported individuals to make connections to aquaculture. Grantees leveraged their deep and broad community networks to engage large audiences in aquaculture. With \$15,000 or less to implement a project, those grantees with existing partnerships were able to effectively implement educational programs and employment training programs. A unique but instructive example comes from the Mote Marine Laboratory project, which developed an exhibit to educate Mote Marine Aquarium visitors on deep sea aquaculture. Mote partnered with a deep-sea aquaculture company to acquire the rare videos and photos they sought for their exhibit. On completing the exhibit, the grantee reported that the new exhibit directly reached more than 300,000 people in large part because their aquarium partner (Mote Marine Aquarium) already receives hundreds of thousands of visitors per year. Figure 2 shows the approximate number of people grantees reported indirectly reaching by category. The grantees provided additional detail on the reach of their projects in narrative descriptions. These details are described in the report section on [Individual Grantee Results](#).



2: Approximate indirect reach reported by grantees.

The information reported by grantees demonstrates that strong partnerships and flexibility over implementation strategies can overcome challenges associated with the COVID-19 pandemic, staff turnover, and even weather.

INDIVIDUAL GRANTEE RESULTS

Nearly all grantees reported modifying their plans to adapt to COVID-19 Pandemic restrictions and concerns. Despite the challenges they faced, all but two grantees completed the planned projects or modified versions of projects by the conclusion of the grant period in December 2022.

In grantee reports, they described in detail their activities and the reach of their work. These numbers exceed those reported in the findings section of the report because the grantee reporting form asked grantees to categorize their reach according to various groups, while grantees were able to describe their detailed reach in their narratives.

“I think I can speak for all of our project collaborators, thank you for this opportunity. It was great!”

-Anonymous Grantee Partner

The section below describes grantees projects and results based on information gathered from multiple sources.



3: A boat in a Casco Bay, Maine kelp farm. Photo by Nicole Wolf.

Aquarium of the Pacific | Ocean Farmers | Long Beach, California

Activities	Audiences	Partners	Key Assets
<ul style="list-style-type: none"> • Introduce and iterate Ocean Farmers play activity with kids • Develop educator guide and replication materials 	<ul style="list-style-type: none"> • Kids (ages 3-8) and their families • Educators 	<ul style="list-style-type: none"> • University partners • Government Partners • Private Partners 	Flexibility, attention to pandemic-related discomfort and risks, adaptability.

Aquarium of the Pacific requested and received \$15,000 to develop Ocean Farmers, an experience to allow kids to imagine they are ocean farmers through learning about ocean farming, and to observe what kids and their families learn through the Ocean Farmers program. The program set three closely associated goals: (1) to evaluate and document strategies aquarium educators can use to implement Ocean Farmers; (2) to understand the learning outcomes from kids and families' participation in Ocean Farmers; and (3) to work with partners to develop shared, iterative strategies through continuous testing and assessments.

Aquarium of the Pacific modified its plans due to the COVID-19 pandemic. Because the project relied on educators coming into close contact with unvaccinated members of the public, project managers remained closely engaged with educators to ask about their comfort and adjust accordingly. Project managers noted that some educators may have felt uncomfortable saying they did not want to be in a public situation, and this required nuanced check-ins with program participants. Despite these challenges, In the first iteration of the program, they included 14 educators who tested and collected observations of 570 participants (296 children), but they were able to expand to 20 educators in the second phase when COVID-19 restrictions had eased, reaching 313 participants (159 children).



4: Aquarium of the Pacific employee discusses the Ocean Farmers game with a participant.

Atlantic Sea Farms | Kelp to the Kitchen: Bringing seaweed and chefs together | Saco, Maine

Activities	Audiences	Partners	Key Assets
Demonstrations at universities across the country.	<ul style="list-style-type: none"> ● Food industry professionals ● Seaweed processors ● Culinary experts 	<ul style="list-style-type: none"> ● Foundation partner ● Additional nonprofit partners ● University partners ● Industry partners (food distribution) 	Student-driven demand for college and university dining programs that are healthy and climate-aware.

Atlantic Sea Farms requested and received \$15,000 to develop a food-safe, commercial classroom. The classroom would provide education on the culinary uses for and sustainability of domestically grown seaweed to chefs, food industry personnel, seaweed producers, and the public. Due to their intended commercial kitchen classroom not being available because of the COVID-19 pandemic, Atlantic Sea Farms pivoted to provide demonstrations for how to use kelp in cooking at universities across the country. They noted that a particularly climate-minded attitude among college students helped their program to succeed. The Kelp to the Kitchen project reported reaching over 1500 individuals through their demonstrations, and report that students can now find seaweed at every campus in Maine and many others outside the state. They noted that by engaging with distributors and restaurant groups, the program’s reach will continue to expand.



5: Atlantic Sea Farms partners harvest in Casco Bay, Maine. Photo by Nicole Wolf.

Canopy Farms | Bringing aquaculturists and the public together through the Sci-Café experience | Brunswick, Maine

Activities	Audiences	Partners	Key Assets
Convene “science cafes” that facilitate open interaction between aquaculture producers and the public, including middle and secondary school educators	<ul style="list-style-type: none"> ● Middle and secondary school educators ● General public 	<ul style="list-style-type: none"> ● Industry partners ● Culinary partners ● Government partners ● Nonprofit partners 	<ul style="list-style-type: none"> ● Canopy Farms facility ● Existing partnerships ● Canopy Farms provided continuing education credit to students and teachers, and \$100 to speakers.

Canopy Farms requested and received \$14,606.90 to increase aquaculture literacy and seafood consumption in coastal communities by boosting knowledge and product experience in alternative seafood networks’ aquaculture industry practitioners.¹ Along with partners, Canopy Farms set two goals for their project: (1) build social capital between aquaculture producers and potential consumers through personal narratives of aquaculture producers; and (2) increase positive lessons about aquaculture through delivering these narratives to middle and secondary school educators. Canopy Farms sought to deliver the narratives in seven “Science Café” events. Each event paired facilitated conversations between aquaculture producers and educators and the public, chef-led cooking classes for select groups of attendees, and facility tours of the Canopy Farms aquaculture, aquaponics, and permaculture facilities. Because Canopy Farms’ intended methods for this project included in-person experiences, the COVID-19 pandemic restricted their ability to implement Science Café events as planned. Canopy Farms adapted, holding one virtual event. They reported the virtual event did not provide the same experience as in-person events. They held subsequent events in person by requiring masks and vaccination proof to protect attendees while still holding Science Café events and directly reached over 500 people despite the restrictions.



6: Canopy Farms Sci Cafe participants interact.

¹ Alternative seafood networks distribute seafood through local and direct marketing channels. Stoll Joshua S., Harrison Hannah L., De Sousa Emily, Callaway Debra, Collier Melissa, Harrell Kelly, Jones Buck, Kastlunger Jordyn, Kramer Emma, Kurian Steve, Lovewell M. Alan, Strobel Sonia, Sylvester Tracy, Tolley Brett, Tomlinson Andrea, White Easton R., Young Talia, Loring Philip A. (2021). Alternative Seafood Networks During COVID-19: Implications for Resilience and Sustainability. *Frontiers in Sustainable Food Systems* 5, <https://doi.org/10.3389/fsufs.2021.614368>.

The Cultured Abalone Farm | Abalone Aquaculture Education Pilot Project | Goleta, California

Activities	Audiences	Partners	Key Assets
<ul style="list-style-type: none"> ● Lesson plan development for high school instruction ● High school tours ● Museum workshop and exhibit 	<ul style="list-style-type: none"> ● High school students and their educators ● General public 	<ul style="list-style-type: none"> ● Museum partner ● Government partners 	<ul style="list-style-type: none"> ● Museum partnership ● Engaged educators and students spreading the word to other schools

The Cultured Abalone Farm requested and received \$15,000 to provide high school students and the general public with information about sustainable aquaculture through abalone farming. The project set two objectives: (1) educate high school students and their teachers so they can understand and confidently discuss aquaculture with others; and (2) introduce Santa Barbara Museum of Natural History Sea Center staff to aquaculture concepts through hands-on experiences, exhibit content, and interaction with docents, specifically focusing on relieving pressure on California red abalone fisheries and white abalone endangerment through abalone farming.

The project planned to conduct two abalone farm tours but expanded to include an additional tour. In addition, after engaging a single high school initially for the project, they report that word of mouth led to work with five additional schools. The program reached over 125 individuals and plans to continue. The project leader noted in their final presentation, “Truly the best thing we got out of this was our partnership with the Sea Center. We had crazy flooding a few weeks ago and they actually volunteered their staff to come help us save abalone.”



7: A Cultured Abalone participant takes a "shellfie" -- a self-portrait with an abalone.

Franklin’s Promise Coalition | Apalachicola Bay Aquaculture Demonstration Pilot Project | Apalachicola Bay, Florida

Activities	Audiences	Partners	Key Assets
<ul style="list-style-type: none"> ● Career training ● Educational content at festivals and through social media ● Engaging partners through student meetings and projects 	<ul style="list-style-type: none"> ● Communities ● Corps members ● High School students ● Middle school students ● Partners 	<ul style="list-style-type: none"> ● Academic partners ● Conservation Corps ● Industry partnership ● Government partners ● Nonprofit partners 	<p>Existing OysterCorps and ED Corps programs Industry partner</p>

Franklin’s Promise Coalition requested \$15,000 and received \$14,850 to increase public awareness and literacy of oyster aquaculture, engage a cohort of youth interested in and prepared for the aquaculture workforce, enhance and communicate aquaculture education best practices, and, ultimately, demonstrate the potential for greater community resilience through aquaculture. They designed a project to accomplish these goals through education activities, career training events, building partnerships and capacity, and identifying and disseminating best practices.

Franklin’s Promise came to this project with an existing network of partners across a range of sectors. The partnerships helped Franklin’s Promise quickly establish programs and relationships they needed to begin work and gain traction. As a result, this project reached tens of thousands of people through its educational efforts and brought 11,760 oysters to the market, making a direct impact on local food systems. They report that the career training efforts this project undertook provided direct training opportunities for 17 students and resulted in 4 internships and 2 full-time jobs.



8: A group of Franklin's Promise participants collect oyster cages in Apalachicola Bay.

Martha’s Vineyard Shellfish Group | The Martha’s Vineyard Oyster Aquaculture Literacy Program: The magic of Martha’s Vineyard oysters | Oak Bluffs, Massachusetts

Activities	Audiences	Partners	Key Assets
<ul style="list-style-type: none"> • Oyster shucking demonstrations and tastings • Educational display at community events 	Year-round residents, seasonal residents, and visitors to Martha’s Vineyard	<ul style="list-style-type: none"> • Museum partner • Private sector partners • Government partners • Nonprofit partners 	Existing partners and events

The Martha’s Vineyard Shellfish Group requested and received \$14,797 to create public awareness and educate residents and visitors to Martha’s Vineyard about the oyster industry and value of bivalve aquaculture. They set three goals: (1) provide aquaculture education programs; (2) increase consumption of oysters through home preparation knowledge building; and (3) develop oyster farm tours. The project experienced challenges, including a COVID-19 delay of the key event (Oyster Fest) where they intended to provide education and a weather challenge that affected the Oyster Fest when it did occur. The organization still reached over 700 individuals across activities. This project also added partners as it proceeded, leading to MVSG adding a position to continue focusing on outreach and coordination.



9: Chefs demonstrate how to shuck oysters at the Martha's Vineyard Oyster Festival.

Mote Marine Laboratory, Inc. | Offshore Optics -- Taking a Closer Look at Offshore Aquaculture | Sarasota, Florida

Activities	Audiences	Partners	Key Assets
<ul style="list-style-type: none"> Exhibit development and deployment Summer camp 	Aquarium visitors	<ul style="list-style-type: none"> Industry partner Government partner Research partner 	<ul style="list-style-type: none"> Popular aquarium with research arm Industry partner

The Mote Marine Aquarium requested and received \$15,000 to develop, construct, and present a new exhibit to the public that provides education on offshore aquaculture projects. Mote designed a visitor feedback mechanism to evaluate how well the exhibit educated visitors. The project benefitted from the existing popularity of the Mote Marine Aquarium as a destination for school and other group field trips, and from its relationship with an industry partner who could help provide the visuals needed to bring the exhibit to life.

After installing the exhibit, Mote reported that the project reached over 314,000 visitors who interacted with the exhibit, including more than 11,000 kindergarten through high school students, more than 200 higher education groups, and more than 50 formal educators, who may have further disseminated the information in their classrooms. They report that the exhibit also reached more than 100 chefs and restaurant staff. This grantee included brief information gathering exercises so that project personnel could determine whether those visitors participating in the exhibit learned about deep sea aquaculture. While results for some age groups were mixed, they found that participants generally improved their knowledge after viewing the exhibit.



10: The Mote Marine Laboratory's demonstration exhibit.

**Ohio Sea Grant, The Ohio State University | The story of yellow perch:
understanding Ohio’s wild and farmed fisheries | Bay Village, Ohio**

Activities	Audiences	Partners	Key Assets
<ul style="list-style-type: none"> • Develop educational displays • Develop materials to reach audiences online • Host interactive events 	Ohio residents and other Great Lakes populations	<ul style="list-style-type: none"> • Academic partners • Nonprofit partners 	Existing partnerships

Ohio Sea Grant requested and received \$14,791.94 to improve Ohio residents’ knowledge and understanding of aquaculture in Ohio using the story of yellow perch, a common and recognizable species in the state and throughout the Great Lakes. They sought to help their audience make informed choices about seafood and fishery recreation and provide opportunities for interactions between aquaculturists and new audiences. This project reached over 20,000 viewers through the static and traveling exhibits. Due to timing limitations, the interactive events and StoryMap had not been completed at the time the program concluded in February 2023.



11: A portion of a yellow perch educational poster.

**University of Maine Cooperative Extension, Maine Sea Grant | Aquaculture ME!
Supporting cross-sector collaboration in Maine aquaculture education | East
Boothbay, Maine**

Activities	Audiences	Partners	Key Assets
<ul style="list-style-type: none"> ● Professional development workshops ● Aquaculture demonstrations ● Website design and support ● Student internships 	<ul style="list-style-type: none"> ● K-12 students and educators ● Maine communities ● General public 	<ul style="list-style-type: none"> ● Government partners ● Museum partners ● Academic partners ● Private partners 	<p>Network of 50 existing partners through Aquaculture ME!</p>

Maine Sea Grant and the University of Maine Cooperative Extension requested and received \$14,998 to advance aquaculture literacy within Maine communities. The project set three objectives: (1) strengthening connections between sea farmers and K-12 educators; (2) working with industry and informal learning partners to build capacity for providing aquaculture literacy; and (3) expanding the impact of partnerships by engaging public audiences. The project was able to offer continuing educational credits and travel reimbursements. This project worked with partners to adapt to changing COVID-19 requirements and challenges. They reported that some educators were eager to return to in-person events, while others were not. As a result, the project added virtual field trips and other online opportunities to learn from aquaculture farmers and researchers to their plans.

The Aquaculture ME! program reported reaching over 250 individuals across 17 public and private schools, 4 aquaculture farms, 5 research institutions and universities, 5 educational support organizations, and the Maine Department of Education. The internship they established led to the development of an in-classroom tank demonstration project along with detailed instructions for operation and maintenance. The tank project took advice and input from educators who had previously struggled to keep in-classroom tanks operational and functional. This enabled them to develop a new, more robust and reliable system.



13: An Aquaculture ME! educator provides a lesson on kelp.

RECOMMENDATIONS

Our review of grantee reported results, discussions with eeBLUE personnel and reviews of supplemental information led us to the following recommendations for improvement.

1. Refine the Grantee Final Report Form

Reducing reporting burden on grantees allows them more time to focus on grant activities, but additional grantee reporting questions would improve the self-reports for future funding rounds. We recommend two additional questions:

- Ask grantees to estimate what would *not* have been possible *without* the eeBLUE grant funds.
- Ask the grantees to estimate the number of people reached with a bit more specificity. For example, the bottom range in the current grantee report includes the number zero, and two categories include the number 100, which complicates grantee response clarity and therefore estimating grantee reach.

2. Consider developing an online Grantee Forum for interaction and sharing expertise.

During the symposium, grantees recommended a mid-grant meeting like the symposium where they could discuss challenges and find ways to pivot their work. This would also provide them with more opportunities to build relationships across grant projects.

3. In future funding cycles, reemphasize the diversity of partnerships that leads to success.

The eeBLUE request for proposals asked applicants to bring together partners across the private and educational sectors. This recipe led to powerful and efficient partnerships. Grantees recommended to future grantees that they broaden their partnerships even further across sectors. While we did not collect evidence showing that results expand as partnerships expand, we do believe that reemphasizing broad, cross-sectoral partnerships will allow the eeBLUE program to continue to see powerful results like those demonstrated by these grantees.

4. Maintain the low-burden application and reporting structure in place.

Research shows that the capacity for responding to grant programs can serve as the key factor limiting access to funds for developing programs, especially for community organizations. We believe that the low-burden approach to the eeBLUE Aquaculture Literacy Mini-grant Program enabled NOAA and NAAEE to identify grantees who had the essential components for success—community partnerships—while not excluding them for lack of administrative capacity to respond to complicated application processes.

5. Maintain grant program flexibility.

While we all hope that the COVID-19 Pandemic does not return in coming years, other factors affect small organizations in ways that could limit their ability to complete projects. Smaller organizations with smaller staffs may be severely limited if a single staff person leaves or changes. We recommend continuing to build flexibility into this grant program so that future grantees can pivot when needed. We

found that almost all the ten grantees reviewed in this cycle required a pivot to a new or adapted strategy, and yet almost all grantees achieved significant aquaculture literacy results.

6. Build in additional time for evaluative sense-making with grantees.

Our evaluation team recommends building in an additional hour or more for grantee feedback to the future evaluation team. We found the hour spent with grantees yielded valuable feedback, and we recommend expanding on that time to explore additional topics in the future.

7. Continue to build on the network mapping exercise.

Network mapping is a tool that grows more powerful over time. We recommend adding to the network map created through this evaluation to identify how round one grantees are linked with grantees in subsequent rounds, and to identify ways the eeBLUE program can expand its reach through its expanding network.

RESPONSE TO RECOMMENDATIONS

On July 11, 2023, in response to the May 18, 2023 draft report, Dr. Brianna Shaughnessy, NOAA team member of the eeBLUE team provided the response to the evaluation recommendations:

Thank you for the opportunity to respond to the recommendations in this evaluation report. The eeBLUE partners enthusiastically agree with the findings and recommendations in this report. We intend to adjust the next round of this funding opportunity in accordance with GeOLiteracy's recommended actions. Specifically, we agree that adding more targeted questions to the grantee final report will strengthen our ability to evaluate the true impact of project activities.

In addition to maintaining our program's commitment to flexibility and low-burden, we also recognize the value of providing more structured opportunities for future cohorts to interact. This includes interacting with future evaluation teams and the evaluation process. We plan to address this by adjusting our approach to communication with the grantees in order to better highlight opportunities and spaces in which they can connect to share expertise. This includes implementing measures to ensure resources like the ongoing network map, skills training, and eeBLUE activity timelines are easily accessible, such as through a Grantee Forum.

We are grateful for the expertise of the GeOLiteracy evaluation team. Their thoughtful approach to this report provides the clarity and path forward needed to strengthen future iterations of our program.

CONCLUSION

The eeBLUE small grants program provides a positive example of how to achieve a broad environmental literacy impact from a relatively small budget. The program achieved these results by providing clear expectations for the fund size, selecting grantees who brought strategic partnerships to their projects, and by providing flexibility in the face of challenges.

The clarity of expectations allowed potential applicants to understand eeBLUE's intended results. The size of the funds offered attracted applicants who could make use of the \$15,000 worth of funds available, with quick-start or existing literacy programs that could use these funds to quickly implement their projects.

By selecting grantees who had existing partnerships across sectors, eeBLUE provided funds to those who generally had the connections and resources in the community that would foster and further their success. The grantees did not use eeBLUE funds or project time to make new community connections or seek out partnerships because their existing networks were poised to help them make an impact quickly. This contrasts with many larger grant programs, where large organizations receiving large funds must first meet and establish connections in local communities so that they can develop the partnerships, interest, and community support they need to launch and attract participation.

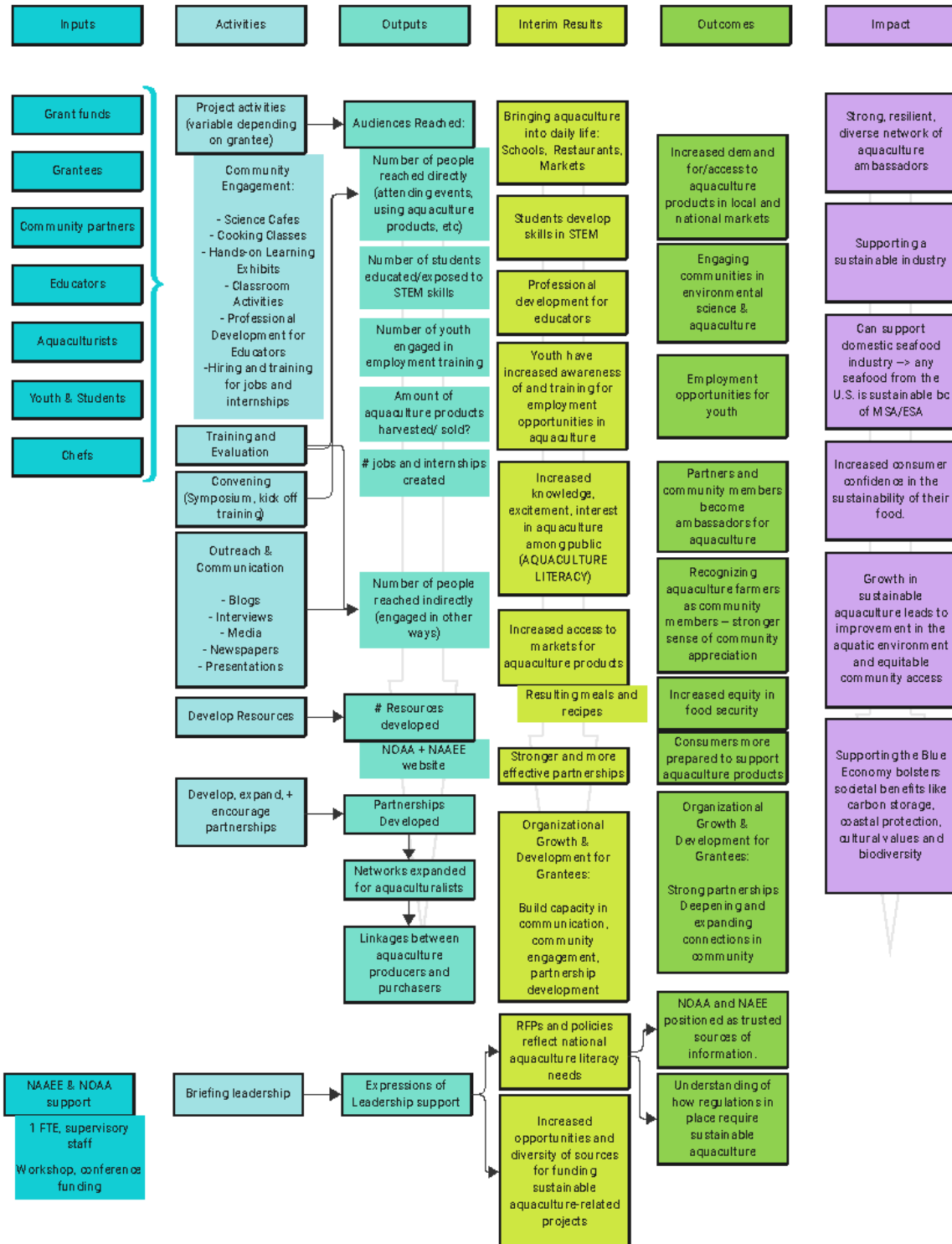
The eeBLUE team communicated with grantees about their challenges and enabled them to pivot as the COVID 19 pandemic and related safety protocols altered their plans and opportunities. This program strength set a significant and values-based precedent in this work. By enabling grantees to adapt and pivot their work to accommodate pandemic-related challenges, the eeBLUE program encouraged results-focused creative thinking. Grantees expressed gratitude for this flexibility, and the program was rewarded with exceptional results from the grantees' programs. While we do not anticipate a repeat of the 2020 pandemic lock-down, there are many other events that occur locally or nationally that could derail grantee projects. Due in part to evaluation requirements, many other grant programs maintain strict requirements for how funds may be used and how results must be collected and reported. The eeBLUE mini-grants program demonstrates how maintaining a level of thoughtful, results-focused flexibility enables the eeBLUE program to support and encourage meaningful results. We hope to see this example repeated elsewhere in the future.

APPENDIX A: Grantee Details

Project	Project Name	City	State	Primary Activities	# Partners	Grant Value	Grantee-reported direct and indirect reach
Aquarium of the Pacific	Ocean Farmers	Long Beach	CA	Education	4	\$15,000.00	883
Atlantic Sea Farms	Kelp to the Kitchen: Bringing seaweed and chefs together	Saco	ME	Culinary Demonstration	9	\$15,000	1,500
Canopy Farms L3C	Bringing aquaculturists and the public together through the sci-cafe experience	Brunswick	ME	Education	6	\$14,606.90	500
Franklin's Promise Coalition	Apalachicola Bay Aquaculture Demonstration Pilot Project	Apalachicola Bay	FL	Education, Professional Development	13	\$14,850	10,000
Martha's Vineyard Shellfish Group	The Martha's Vineyard Oyster Aquaculture Literacy Program: The magic of Martha's Vineyard oysters	Oak Bluffs	MA	Education, Culinary Demonstration	8	\$14,797	700
Mote Marine Laboratory and Aquarium	Offshore Optics -- Taking a Closer Look at Offshore Aquaculture	Sarasota	FL	Education	3	\$15,000	314,000
Ohio Sea Grant	The story of yellow perch: understanding Ohio's wild and farmed fisheries	Bay Village	OH	Education	3	\$14,791.94	20,000
The Cultured Abalone Farm	Abalone Aquaculture Education Pilot Project	Goleta	CA	Education	3	\$15,000	125
University of Georgia Marine Extension and Georgia Sea Grant	SEE (Social, Economic, Ecological) Aquaculture – Enhancing marine aquaculture awareness through outreach education	Atlanta	GA	Education, Professional Development	2	\$14,444	TBD
University of Maine, Maine Sea Grant, University of Maine Cooperative Extension	Aquaculture ME! Supporting cross-sector collaboration in Maine aquaculture education	East Boothbay	ME	Education	9	\$14,998	250
Sum					60*	\$148,487.84	347,958

* Note: the total number of partners reported is 60, but the number of unique partners of the 10 grantees is 53 due to cross-grant partnerships.

APPENDIX B: eeBLUE Mini-grant Program Logic Model



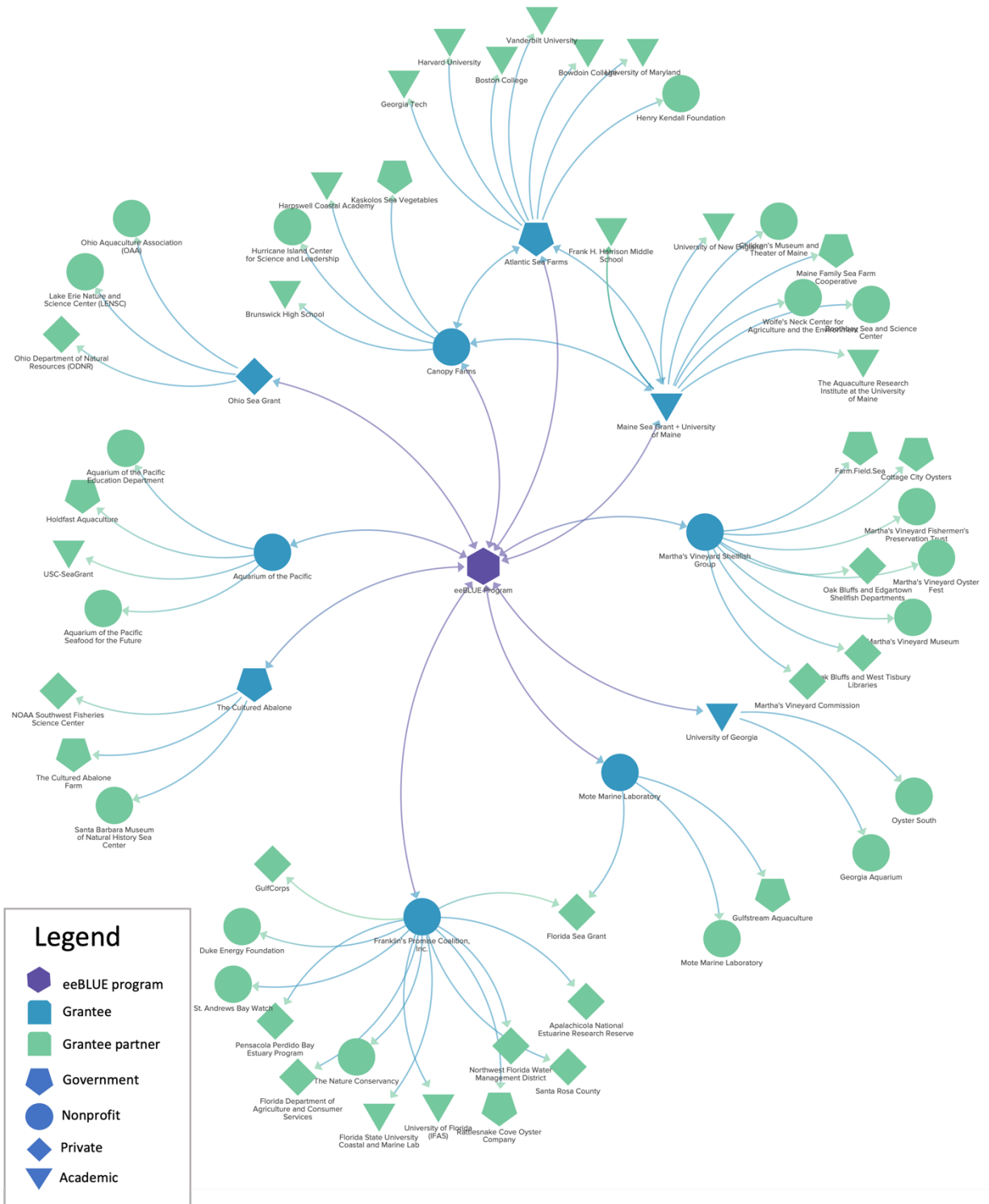
Accessible Logic Model

Inputs	Activities	Outputs →
<p>Grant funds</p> <p>Grantees</p> <p>Community partners</p> <p>Educators</p> <p>Aquaculturists</p> <p>Youth & Students</p> <p>Chefs</p>	<p>Project activities (variable depending on grantee)</p> <p>Community Engagement:</p> <ul style="list-style-type: none"> - Science Cafes - Cooking Classes - Hands-on Learning Exhibits - Classroom Activities - Professional Development for Educators -Hiring and training for jobs and internships <p>Training and Evaluation Convening (Symposium, kick off training)</p> <p>Outreach & Communication:</p> <ul style="list-style-type: none"> - Blogs - Interviews - Media - Newspapers - Presentations 	<p>Audiences Reached:</p> <ul style="list-style-type: none"> -# of people reached directly (attending events, using aquaculture products, etc) -# of students educated/exposed to STEM skills -# of youth engaged in employment training <p>Amount of aquaculture products harvested/ sold</p> <p># jobs and internships created</p> <p># of people reached indirectly (engaged in other ways)</p> <p># Resources developed, including the NOAA + NAAEE website</p> <p>→</p>
<p>Grant funds</p> <p>Grantees</p> <p>Community partners</p> <p>Educators</p> <p>Aquaculturists</p> <p>Youth & Students</p> <p>Chefs</p>	<p>Develop Resources</p> <p>Develop, expand, + encourage partnerships</p>	<p>Partnerships Developed</p> <p>Networks expanded for aquaculturalists</p> <p>Linkages between aquaculture producers and purchasers</p> <p>→</p>
<p>NAAEE & NOAA support Workshop, conference funding</p>	<p>Briefing leadership</p>	<p>Expressions of Leadership support →</p>

> Interim Results	Outcomes	Impacts
<p>Bringing aquaculture into daily life:</p> <ul style="list-style-type: none"> - Schools, Restaurants, Markets - Students develop skills in STEM - Professional development for educators - Youth have increased awareness of and training for employment opportunities in aquaculture - Increased knowledge, excitement, interest in aquaculture among public (AQUACULTURE LITERACY) - Increased access to markets for aquaculture products <p>Resulting meals and recipes</p> <p>Stronger and more effective partnerships</p> <p>Organizational Growth & Development for Grantees: Improved capacity in communication, community engagement, partnership development</p>	<p>Increased demand for/access to aquaculture products in local and national markets</p> <p>Engaging communities in environmental science & aquaculture</p> <p>Employment opportunities for youth</p> <p>Partners and community members become ambassadors for aquaculture</p> <p>Recognizing aquaculture farmers as community members -- stronger sense of community appreciation</p> <p>Increased equity in food security</p> <p>Consumers more prepared to support aquaculture products</p> <p>Organizational Growth & Development for Grantees: Strong partnerships Deepening and expanding connections in community</p>	<p>Strong, resilient, diverse network of aquaculture ambassadors</p> <p>Supporting a sustainable industry</p> <p>Can support domestic seafood industry --> any seafood from the U.S. is sustainable bc of MSA/ESA</p> <p>Increased consumer confidence in the sustainability of their food.</p> <p>Growth in sustainable aquaculture leads to improvement in the aquatic environment and equitable community access</p> <p>Supporting the Blue Economy bolsters societal benefits like carbon storage, coastal protection, cultural values and biodiversity</p>
<p>RFPs and policies reflect national aquaculture literacy needs</p> <p>Increased opportunities and diversity of sources for funding sustainable aquaculture-related projects</p>	<p>NOAA and NAEE positioned as trusted sources of information.</p> <p>Understanding of how regulations in place require sustainable aquaculture</p>	<p>(Also lead to impacts described above)</p>

APPENDIX C: eeBLUE Network Map

This network map can be explored online through [this link](#).



eeBLUE Network Map Partner Details

Organization	Type	Partner To	Direct Connections	Sector
Aquarium of the Pacific	Grantee		4	Nonprofit
Atlantic Sea Farms	Grantee & Partner	Canopy Farms, Maine Sea Grant, University of Maine	9	Private
Canopy Farms	Grantee & Partner	Atlantic Sea Farms, Maine Sea Grant, University of Maine	6	Nonprofit
Franklin's Promise Coalition, Inc.	Grantee		13	Nonprofit
Maine Sea Grant + University of Maine	Grantee & Partner	Atlantic Sea Farms, Canopy Farms	7	Academic
Martha's Vineyard Shellfish Group	Grantee		8	Nonprofit
Mote Marine Laboratory	Grantee		4	Nonprofit
Ohio Sea Grant	Grantee		3	Government
The Cultured Abalone	Grantee		3	Private
University of Georgia	Grantee		2	Academic
Apalachicola National Estuarine Research Reserve	Partner	Franklin's Promise		Government
Aquarium of the Pacific Education Department	Partner	Aquarium of the Pacific		Nonprofit
Aquarium of the Pacific Seafood for the Future	Partner	Aquarium of the Pacific		Nonprofit
Boothbay Sea and Science Center	Partner	Maine Sea Grant, University of Maine		Nonprofit
Boston College	Partner	Atlantic Sea Farms		Academic
Bowdoin College	Partner	Atlantic Sea Farms		Academic
Brunswick High School	Partner	Canopy Farms		Academic
Children's Museum and Theater of Maine	Partner	Maine Sea Grant, University of Maine		Nonprofit
Cottage City Oysters	Partner	Martha's Vineyard Shellfish Group		Private
Duke Energy Foundation	Partner	Franklin's Promise		Nonprofit
Farm.Field.Sea	Partner	Martha's Vineyard Shellfish Group		Private
Florida Department of Agriculture and Consumer Services	Partner	Franklin's Promise		Government
Florida Sea Grant	Partner	Mote Marine Laboratory, Franklin's Promise		Government
Florida State University Coastal and Marine Lab	Partner	Franklin's Promise		Academic
Frank H. Harrison Middle School	Partner	Maine Sea Grant, University of Maine		Academic
Georgia Aquarium	Partner	University of Georgia		Nonprofit
Georgia Tech	Partner	Atlantic Sea Farms		Academic
GulfCops	Partner	Franklin's Promise		Government
Gulfstream Aquaculture	Partner	Mote Marine Laboratory		Private
Harpwell Coastal Academy	Partner	Canopy Farms		Academic
Harvard University	Partner	Atlantic Sea Farms		Academic
Henry Kendall Foundation	Partner	Atlantic Sea Farms		Nonprofit
Holdfast Aquaculture	Partner	Aquarium of the Pacific		Private
Hurricane Island Center for Science and Leadership	Partner	Canopy Farms		Nonprofit
Kaskolos Sea Vegetables	Partner	Canopy Farms		Private
Lake Erie Nature and Science Center (LENSC)	Partner	Ohio Sea Grant		Nonprofit
Maine Family Sea Farm Cooperative	Partner	Maine Sea Grant, University of Maine		Private
Martha's Vineyard Commission	Partner	Martha's Vineyard Shellfish Group		Government

Martha's Vineyard Fishermen's Preservation Trust	Partner	Martha's Vineyard Shellfish Group	Nonprofit
Martha's Vineyard Museum	Partner	Martha's Vineyard Shellfish Group	Nonprofit
Martha's Vineyard Oyster Fest	Partner	Martha's Vineyard Shellfish Group	Nonprofit
Mote Marine Laboratory	Partner	Mote Marine Laboratory	Nonprofit
NOAA Southwest Fisheries Science Center	Partner	The Cultured Abalone	Government
Northwest Florida Water Management District	Partner	Franklin's Promise	Government
Oak Bluffs and Edgartown Shellfish Departments	Partner	Martha's Vineyard Shellfish Group	Government
Oak Bluffs and West Tisbury Libraries	Partner	Martha's Vineyard Shellfish Group	Government
Ohio Aquaculture Association (OAA)	Partner	Ohio Sea Grant	Nonprofit
Ohio Department of Natural Resources (ODNR)	Partner	Ohio Sea Grant	Government
Oyster South	Partner	University of Georgia	Nonprofit
Pensacola Perdido Bay Estuary Program	Partner	Franklin's Promise	Government
Rattlesnake Cove Oyster Company	Partner	Franklin's Promise	Private
Santa Barbara Museum of Natural History Sea Center	Partner	The Cultured Abalone	Nonprofit
Santa Rosa County	Partner	Franklin's Promise	Government
St. Andrews Bay Watch	Partner	Franklin's Promise	Nonprofit
The Aquaculture Research Institute at the University of Maine	Partner	Maine Sea Grant, University of Maine	Academic
The Cultured Abalone Farm	Partner	The Cultured Abalone	Private
The Nature Conservancy	Partner	Franklin's Promise	Nonprofit
University of Florida (IFAS)	Partner	Franklin's Promise	Academic
University of Maryland	Partner	Atlantic Sea Farms	Academic
University of New England	Partner	Maine Sea Grant, University of Maine	Academic
USC-SeaGrant	Partner	Aquarium of the Pacific	Academic
Vanderbilt University	Partner	Atlantic Sea Farms	Academic
Wolfe's Neck Center for Agriculture and the Environment	Partner	Maine Sea Grant, University of Maine	Nonprofit

APPENDIX D: References

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