

Local Food Promotion Program (LFPP) Final Performance Report

The final performance report summarizes the outcome of your LFPP award objectives. As stated in the LFPP Terms and Conditions, you will not be eligible for future LFPP or Farmers Market Promotion Program grant funding unless all close-out procedures are completed, including satisfactory submission of this final performance report.

This final report will be made available to the public once it is approved by LFPP staff. Write the report in a way that promotes your project's accomplishments, as this document will serve as not only a learning tool, but a promotional tool to support local and regional food programs. Particularly, recipients are expected to provide both qualitative and quantitative results to convey the activities and accomplishments of the work.

The report is limited to 10 pages and is due **within 30 days** of the project's performance period end date, or sooner if the project is complete. Provide answers to each question, or answer "not applicable" where necessary. It is recommended that you email or fax your completed performance report to LFPP staff to avoid delays:

LFPP Phone: 202-720-2731; Email: USDALFPPQuestions@ams.usda.gov; Fax: 202-720-0300

Should you need to mail your documents via hard copy, contact LFPP staff to obtain mailing instructions.

Report Date Range: <i>(e.g. September 30, 20XX-September 29, 20XX)</i>	April – September 2016
Authorized Representative Name:	Alan Lovewell
Authorized Representative Phone:	(831) 345 5153
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Recipient Organization Name:	Local Bounty
Project Title as Stated on Grant Agreement:	Scaling Local Bounty – A Sea Change for Local Food Systems
Grant Agreement Number: <i>(e.g. 14-LFPPX-XX-XXXX)</i>	14-LFPP-CA-0030
Year Grant was Awarded:	2014
Project City/State:	Monterey, CA
Total Awarded Budget:	\$99,968

LFPP staff may contact you to follow up for long-term success stories. Who may we contact?

Same Authorized Representative listed above (check if applicable).

Different individual: Name: Maria Finn; Email: mfinn@realgoodfish; Phone: 4153062773

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1. State the goals/objectives of your project as outlined in the grant narrative and/or approved by LFPP staff. If the goals/objectives from the narrative have changed from the grant narrative, please highlight those changes (e.g. “new objective”, “new contact”, “new consultant”, etc.). You may add additional goals/objectives if necessary. For each item below, qualitatively discuss the progress made and indicate the impact on the community, if any.
 - i. Goal/Objective 1: Improve and expand CSF program to increase healthy food access in food deserts and low income communities
 - a. Progress Made:
 - We now have a total of 65-drop sites and 6 in low income, low access communities: Gilroy, Salinas, Watsonville, Prunedale, Hollister, and Oakland.
 - 1054 member contacts receiving newsletters and regular correspondences about local seafood, including recipes, traceability and species information
 - We have 385 members receiving one share every other week rather than every week – providing this option allows members to reduce their overall dollars spent monthly on seafood while still providing access to healthy, local seafood that benefits them as well as the producers of their community.
 - A week is 258
 - B week 205
 - 16 Educational and Outreach and Marketing events (see some below)
 - April 21st, Earth Day, Monterey County High. 1500 students.
 - April 23rd, Earth Day, MEarth
 - April 29th, Sexy Salad Day, Impact Hub Oakland 35 at lunch.
 - May 1st, Pop-Up Seafood Dinner, Niles Pie Shop, Union City. 45 dinners.
 - May 12th, Hawaii Investment Ready.
 - May 29th, Taste of the Bay, Sustainable Seafood Sail. 40 attendees.
 - June 22nd, Oyster Pairing at Oakland Crush. 30 attendees.
 - June 24th, International Culinary Center
 - June 25th, Pleasure Point St. Fair, Santa Cruz
 - June 26th, Grits & Greens Art, Food, & Technology Impact Hub Oakland. 35 participants.
 - June 27th, TONIIC, Impact Metrics
 - June 28th, MEarth Cooking Class for Children. 35 attendees.
 - August 30th, Folktale Winery Taco Tuesday. 130 attendees.
 - September 12th-13th Sustainable Foods Institute, Monterey Bay Aq.
 - September 28th, Talk at Stanford on Local Seafood. 25 attendees.
 - September 29th, Social Innovation Forum, Nippon Foundation
 - b. Impact on Community:
 - Create new markets for fisheries; specifically direct-to-consumer and institution and for under-utilized, non-targeted species;
 - Increased dollars earned by the fishermen; encourage ecological responsibility of fish harvesting and reducing discards; marketing by-catch; promoting less waste for using carcasses and whole fish for soup an bait
 - Provide high quality, traceable, lean protein for all consumer regardless of income

- Increased domestic consumption of and access to locally and regionally harvested seafood
- Retaining and sustaining local commercial fishing, processing and distribution jobs; rather than these jobs being exported
- Decrease vulnerability in our current seafood supply chain

ii. Goal/Objective 2: Expand distribution to schools providing access to children

a. Progress Made:

- We have received a greater commitment from Oakland Unified School District and 3 School District with 136 schools.
- Pittsburg Unified school district (USD), Santa Clara, Tustin USD, Pacific Elementary, for a total 4 school districts, plus a charter school
- Working with UC Santa Cruz to expand Bay2Tray to their meal service program
- Developed a Bay2Tray fund to provide incentives and funding for paying fishermen to present at schools and make local fish more affordable for school nutrition programs.

b. Impact on Community:

- Most students do not have access to healthy proteins such as seafood due to either geographical or financial limitations. By Creating healthy meals for under \$1.25 per student is incredibly challenging, but we are endowed with abundant local species that can provide one of the healthiest proteins possible, at any price.
- Giving students access to healthy local seafood is not only benefits in the short term, but also in the long term, exposing them to the bounty of our oceans that teaches them the importance and benefits of making local seafood a regular part of their diet and exposes students to healthy eating habits before they develop unhealthy eating practices.
- Provide access to seafood for families and children that would otherwise not have access to locally harvest seafood.
- Adding value to a by-catch species for fishermen and keeping local harvest species in local CA communities. (total 3,200 pounds).
- Increased awareness around child nutrition and health.

iii. Goal/Objective 3: Reduce expenses for processing and packaging while adding value to our product

a. Progress Made:

- Per the grant, we have leased a freezer truck that has tripled our capacity for sourcing and deliveries; we started with one transit for local deliveries, the grant support a larger van lease, and now, we have a third transit for deliveries.
- Leveraging grant resources we have purchased a smoker for blackcod.
- We recently won the 'Good Food Award 2016' for our smoked blackcod.
- We have a total of 20 value-added products available to our members via webstore; performance measure *diversity of product* – seaweed salt, headed and gutted anchovies, smoked black cod, bone broth, organic canned tomatoes, hand made salmon burgers, and dulse seaweed – local farm-raised species in Moss Landing, uni butter, polenta, wheat berries, frozen sanddabs, smoked bonito, squid ink linguini, preserved anchovies, squid sausage, smoked salmon collar ravioli, smoked black cod ravioli, frozen ridgeback prawns, abalone, halibut, Market squid, rockfish fillets, King salmon fillets.

- b. Impact on Community:
- It will provide economic development for our coastal communities and fishermen and diversify revenue streams for food producers, procurers and distributors.
 - It aligns food activists with food distribution, meanwhile sharing lessons learned, regardless of industry and product.
2. Quantify the overall impact of the project on the intended beneficiaries, if applicable, since the baseline date (the start date of the award performance period: September 2014 – To-date: March 31, 2016). Include further explanation if necessary.
- i. Number of direct jobs created: 5 FTE – Full Time Marketing Director; Full Time Operations and Chef; Full Time Sourcing Manager, Full time customer service; CEO and 3 part-time delivery drivers.
 - ii. Number of jobs retained: 3
 - iii. Number of indirect jobs created: 21
 - iv. Number of markets expanded: 6. New CSF sites and regions expanding from Marin County to Gilroy and Carmel. Low-income low access markets. Value-added and webstore markets. Bay2Tray markets also known as boat to school. Restaurant and CSA markets.
 - v. Number of new markets established: 4 – Bay 2 Tray Program, Non-subscription Webstore, Restaurant, and new E-commerce website
 - vi. Market sales increased by \$142,000 and increased by 28% (annually between January 2014 to December 2015).
 - vii. Number of farmers/producers that have benefited from the project: 28
 - a. Percent Increase: 0%
3. Did you expand your customer base by reaching new populations such as new ethnic groups, additional low income/low access populations, new businesses, etc.? If so, how?
- Set up a new route the east bay with 11 new sites, 5 of them in LILA areas, set up 6 new sites in Gilroy region, 2 LILA areas.
 - Incentivizing existing members to recommend our services through social media sharing sites such as Yelp, Facebook and Nextdoor.com. Referral rewards are a free share or smoked blackcod serving.
 - We've increased membership along with increasing our value added options.
 - Significantly raising our value amount per delivery.
 - Special sales for whole salmon, and bulk uni butter for the chef at the Monterey Bay Aquarium, and are selling fish to two CSA's, Eating with the Seasons and Real Food Bay Area.
4. Discuss your community partnerships.
- i. Who are your community partners?
 - ii. How have they contributed to the overall results of the LFPP project?
 - iii. How will they continue to contribute to your project's future activities, beyond the performance period of this LFPP grant?
 - Fishing Communities of Santa Cruz, Moss Landing, Monterey – our fishermen partners and suppliers are pivotal in providing local fish to our markets. Without their partnership and willingness to engage in a new supply chain, our efforts would not be possible.

- Sea Harvest – they help us unload and source federally fished species. Specifically, this partnership allows us to actualize the Bay 2 Tray Program.
- Del Mar Seafoods – they are our local processing partners. They will continue to support in providing processing capacity, and local products for new markets.
- Monterey Bay Fish Trust – As the CEO has been invited to be an advisor, we are working to keep quota in our area for the purpose of economic, cultural and social ecosystem services, while providing regional food security.
- Bay 2 Tray Partners – Schools listed above
- JM Kaplan Fund – they provided three years of funding to expand and scale the business, focusing on Bay 2 Tray and using USDA as leverage to expand community and beneficiary impact.
- Center for Ecoliteracy – California Thursdays: to create a collaboration of producers and public school districts to increase procurement and consumption of CA food products by students.
- Good Food Awards – we are now advisors for the seafood segment of the Good Food Awards, a national award for producers who adhere to strict environmental and fare wage standards.

5. Are you using contractors to conduct the work? If so, how did their work contribute to the results of the LFPP project? No

6. Have you publicized any results yet? * Yes: 10 total.

- i. If yes, how did you publicize the results?
- ii. To whom did you publicize the results?
- iii. How many stakeholders (i.e. people, entities) did you reach?
 - a. “The Grub Hunter: Real Good Fish’s Alan Lovewell seeks to connect fishermen, consumers.” Santa Cruz Sentinel. 8-30-2016. 23, 232 on Tuesdays (day this article ran).
 - b. “School of Fish.” Eating Well Magazine. 8-22-2016. 1 million readers per issue.
 - c. “A School of Fish.” Edible East Bay. 8-12-2016. 70,000 quarterly.
 - d. “Pickled & Smoked.” National Geographic Ocean Views. 7-7-2016. Averages 1.3-2. k readers per post.
 - e. “Sea to Table.” Pacific Sun. 6.29.2016. Daily readership of 21,000.
 - f. “Sustainable Seafood is Easy with Real Good Fish.” SF Weekly. 5-31-2016. 65,000 weekly.

*Send any publicity information (brochures, announcements, newsletters, etc.) electronically along with this report. Non-electronic promotional items should be digitally photographed and emailed with this report (do not send the actual item). – Attached as pdfs and submitted with final reports.

7. Have you collected any feedback from your community and additional stakeholders about your work?

- iv. If so, how did you collect the information? What feedback was relayed (specific comments)?

- Monthly Board of Director meetings to discuss the trajectory of Real Good Fish as a profitable, mission driven business. The overall feedback was enthusiastic and supportive Bay2Tray.
- Lessons learned include working with school districts is slow moving; however, diversification is very valuable.
- Feedback from Packard Foundation program officers to ensure profitable expansion.
- We conducted a member survey and 240 members responded to learn about member demographics as a means of focusing our advertising. Members with lower incomes tend to be younger demographically, typically in the 25-34 year old range.
 - 8 people were in the \$30,000.00- 40,000.00/ 4 of them were 25-34 years old range.
 - 3 overall in the in \$40,000-50,000.00 range. 2 were 24-34 years old range and 1 65 plus

8. Budget Summary: There were NO revisions to the budget.

- v. As part of the LFPP closeout procedures, you are required to submit the SF-425 (Final Federal Financial Report). Check here if you have completed the SF-425 and are submitting it with this report: **X**
- vi. Did the project generate any income?
 - a. If yes, how much was generated and how was it used to further the objectives of the award? **N/A**

9. Lessons Learned:

- i. Summarize any lessons learned. They should draw on positive experiences (e.g. good ideas that improved project efficiency or saved money) and negative experiences (e.g. what did not go well and what needs to be changed).
- ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem solving: We achieved our goals set out by this program.
 - a. 2015 was the year for development. 2016 is the year for implementation and optimization. Our team is meeting weekly which has dramatically improved our communication and effectiveness as a team. The level of cohesion and coordination occurring as a result is impressive. As the leader of this organization, I am feeling more and more like I am serving my teammates rather than having them serving me. Every day they get more proactive, thoughtful, and committed to our mission. The J.M. Kaplan Fund executive director, Amy Freitag, and the Innovation Prize Program Director, Justin Goldbach commented on the level of commitment and excitement displayed by our team and our partners. Virtues that continue to resonate with us are patience and persistence. Bay2Tray, though not growing at a profound rate, is making progress at the speed of our current food system's ability to shift its values from mass to locally produced. We are patient and well positioned as the only scalable local seafood option for public school lunch programs. We are persistent and confident with the CSF's ability to generate revenue and create a more equitable, traceable, and value-full seafood supply chain. As the CSF grows so does our opportunity for innovation, impact and change. I would like to take this opportunity to sincerely thank you for your support. Our accomplishments and impact, past and future, are because of partners and funders like you. Your

support helps us reconnect our society to our oceans so that the ocean can support us in return.

- iii. Describe any lessons learned in the administration of the project that might be helpful for others who would want to implement a similar project:
 - a. Regular bookkeeping, receipts, timesheets and to-date budgets are essential. Online tools for distribution, consumer surveys and payroll help maintain metrics. Having a monthly board and staff meeting continues to monitor and achieve metrics of success as well as celebrate the success we've achieved. It is also a good tool for accessing the work-impact ratio associated with separate programs. Such evaluation is vital for strategic planning and overall business growth.

10. Future Work:

- vii. How will you continue the work of this project beyond the performance period? In other words, how will you parlay the results of your project's work to benefit future community goals and initiatives? Include information about community impact and outreach, anticipated increases in markets and/or sales, estimated number of jobs retained/created, and any other information you'd like to share about the future of your project.
- **Job creation and preservation** – USDA enabled use to hire Maria Finn, our Marketing Director, Her employment slingshotted membership growth, which then continued to snowball into greater revenues, customer relationships, and supporting more local fishermen. I am happy to report that we have added two fantastic team members to our staff: a new delivery driver named Jose Alvarez, and a new Member Services Associate named Kathy McKeough. In addition, we brought Kevin Butler on full time from contractor status. Hiring Jose allowed us to pull Jack Donnelly, our Sourcing and Distribution Leader, from deliveries to focus on strengthening relationships with fishermen. Expanding our sourcing is critical to our continued growth and maintaining our value proposition of supporting local fishermen and women. We are slated to have our CA State Processed Food Registration by the end of March, which will allow us to wholesale our smoked black cod to restaurants, markets, and retailers throughout the country. Kevin is also helping with Bay2Tray by visiting the classroom to share his stories and experiences as a commercial fisherman. He is very good with children and has enjoyed going to classrooms to teach kids about fishing, marine life, the ocean, and living a life tied to the sea.
 - **Value Added Product** - In terms of new developments we were a winner of the Good Food Awards for our Carmel Canyon Smoked Black Cod. The Good Food Awards judges received over 2000 entries from all over the country and we won for the category of charcuterie. This was a huge boost of confidence for Kevin as a chef and us as a team knowing we can compete at the national level with our products. With this win we are taking the Smoked Carmel Canyon Black Cod to the national scale by wholesaling to distributors, restaurants, and grocery stores. The permitting is almost complete and we just purchased a commercial scale smoker to give us full control over the process and quality of our product. We made this strategic move because the outsourcing of our smoking process yielded less than ideal consistency and quality. The opportunity with this product is many fold: 1) we can utilize a local product that is landed in substantial volumes, 2) increase domestic consumption of a fish that is traditionally exported to Asian markets, 3) provide a product that's shelf stable, 4) enter the value added market where

little to no competition exists, and 5) leverage our purchasing of black cod to purchase the bycatch, grenadier, linking the Bay2Tray program to a scalable product that can produce much greater impact through purchasing, partnerships, education, and storytelling.

- **Bay2Tray**

We are excited to report that as of March, five school districts and one school are now participating in Bay2Tray: Monterey Unified School District (USD), Oakland USD, Tustin USD, Pittsburg USD, Santa Clara USD, and Pacific Elementary in Davenport, CA. As I reported in July this has been a very slow process, mostly due to a) slow bureaucratic and administrative processes in each school district, and b) limited capacity (training and equipment) at the school and district level. That said, these challenges are being overcome as the tides of change shift, one district at a time, from ready-made meals, to healthy prepared meals. This is best exemplified by [CA Thursday's](#) growing impact at the policy, procurement, outreach, and production levels. I am also happy to announce that my fiancé, Jennifer Gerard, is taking over as Program Director for the CA Thursdays Initiative at the Center for Ecoliteracy.

To help promote Bay2Tray we made a product specifications sheet that I have upload as an appendix to this report. The purpose of this sheet is to provide the nutritional information of the grenadier, and inspire nutrition directors with a proven cost effective, child-approved recipe. The response from this outreach product has been excellent and I credit much of our progress with the current participating school districts to this tool, in addition to Maria Finn's yearlong outreach efforts and in person meetings with their respective nutrition directors. As part of our development of an educational component to Bay2Tray we held a focus group in January to convene teachers and ocean educators in the Monterey Bay region. Our goal was to understand where there are gaps/opportunities in food system and ocean education. We found the greatest contributions we can have with Bay2Tray are: 1) fisherman visits to the classroom, 2) centralized resource, via website, for inspiring curriculum development. This includes fishing data, interviews with fishermen, and existing ocean educator resources such as the Monterey Bay Aquariums Ocean Education and Leadership Program. It was decided that we are not well positioned to produce our own curriculums.

viii. Do you have any recommendations for future activities and, if applicable, an outline of next steps or additional research that might advance the project goals?

As we increase our membership, we are finding a growing opportunity for special sales and webstore offerings. We have partnered with one of our members who own and operate's a hobby pig farm, Wayne's Fine Swine. We are able to offer occasional shares of Berkshire pigs, raised under acorn trees and humanely slaughtered. We have also had special sales of sea urchin from Pacific Rim Seafoods in Mendocino and Marin Miyagi Oysters and Central Coast Abalone for Valentine's Day. We have been very encouraged at the enthusiasm our members have shown for these. On our webstore, we sell items like smoked black cod, salmon collars and bellies, we've had great success selling other specialty items that we make like preserved anchovies, pickled herring, and sea urchin butter. The webstore and special sales give our members more diversity in seafood, and we are encouraging that people eat lower on the seafood chain and try new species. We also partner with Happy Girl Kitchens and Coke Farm for organic tomatoes and jams and organic grains. In the month of June, 2016 we had 473 webstore orders that totaled \$9,245.00. We look forward to growing our webstore and special sales.

PROGRESS IN ACHIEVING THIS GOAL FROM LAST REPORT

- 6 Months Goals (progress from the last report)

- Expand into 15 more sites and 4 of them being in LILA – completed
- Increased media coverage: Eating Well Magazine, etc. – completed.
- The next 6 months the CEO is focusing on building relationships with fishermen, procurers and school districts. He understands that without relationships and people to people interactions, impact is unachievable – completed
- Expand into value-added smoked blackcod markets: delis, retailers, natural food stores – completed