

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 90 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>	<i>October 1, 2016 – September 29, 2017</i>
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Recipient Organization Name:	Yurok Tribe
Project Title as Stated on Grant Agreement:	Yurok Food System and Distribution Facility Market Study and Action Plan
Grant Agreement Number: <i>(e.g. 14-LFPPX-XX-XXXX)</i>	15LFPPCA0158
Year Grant was Awarded:	2015
Project City/State:	Klamath, CA
Total Awarded Budget:	\$15,000

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: _____; Email: _____; Phone: _____

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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: Vendor, producer, consumer survey to identify production, distribution, access needs
 - a. Progress Made: Contractor administered questionnaires and conducted a series of interviews with local and regional food producers, distributors, and vendors to identify production, distribution, and access needs. Contractor conducted additional interviews with key community stakeholders through phone conversations and site visits to local and regional food banks, food hubs, farms, community gardens, community kitchens, food business incubators, and tribal health centers in the region, to assess local as well as regional healthy food production and distribution opportunities.
 - b. Impact on Community: Through this process, Contractors identified a key set of local stakeholders, community leaders, and successful community organizations working to promote a healthy food network in the local region. Among these groups and individuals, Contractors identified opportunities for the Tribe to form partnerships that can strengthen food security within the Yurok community.
 - ii. Goal/Objective 2: Product supply vs product demand analysis, for opportunities and barriers
 - a. Progress Made: Contractor facilitated coordination with Community Food Council for Del Norte and Associated Tribal Lands (DNATL) & Tolowa Dee-ni’ Nation who have formed a partnership and were also awarded a USDA Local Food Promotion Program (LFPP) planning grant. Through a series of phone and in-person interviews with local food producers, distributors, vendors, and consumers, Contractor identified critical barriers to increasing access to healthy and affordable food within the project scope area. Contractor identified realistic opportunities for growth in production of food on the Tribe’s Reservation through partnerships with local farmers and producers. Contractor assessed local demand for increased vendor options within the project scope area through in-person interviews with consumers. The needs of both residents and visitors to the region were considered in this analysis.
 - b. Impact on Community: The information gathered through this process led to a better understanding of opportunities available to increase the supply of healthy nutritious foods. Removing the barriers to supply and distribution are key elements of the action plan. Recording the impact that existing programs, services, and organizations are having on the community will serve to support these ventures in future funding and organizing activities and opportunities by providing documentary evidence of their influence on community health.

iii. Goal/Objective 3: Existing facility, resource, producer and talent development evaluation;

- a. Progress Made: An assessment of existing food providers and distribution facilities was conducted. This includes review of the USDA Food and Nutrition Services program locally administered by the Yurok Tribe's Food Distribution Program. Also documented was the United Indian Health Services (UIHS) program offering Elder Nutrition programs to those 55 years old and American Indian. UIHS also operates a 3-acre farm in Arcata that provides food to a mobile farmer's market serving native communities in Humboldt and Del Norte counties. The farmer's market visits the Yurok Reservation in the town of Klamath throughout the year. In addition, UIHS oversees a Master Gardner and Master Food Preserver program that certifies local tribal members in the art and skill of food production and preservation. Graduates from this program go on to spearhead food production activities in their respective communities further increasing food security among tribal communities throughout the region.

Furthermore, the Yurok Tribe is working to build more activities around traditional food practices. This includes seeking ways to involve youth and increase skills, while improving food access for tribal members and elders at the same time. These efforts are captured in the LFPP's Action Report which recommends further developing programs that certify Yurok youth Master Gardeners and Traditional Food Specialists, developing a cultural curriculum around traditional food and agriculture, and organizing food security workshops and conferences to strengthen community ties within the food network.

A community commercial kitchen space has also been identified as an unmet need. Such a facility would greatly increase the capacity of the Tribal and non-Tribal community living on the Reservation to produce added value food products for the local, regional, and national market. Locating or creating this space is the first necessary step in creating a Yurok Made food brand. Recommendations found within the report sight opportunities for Yurok youth and non-tribal residents to benefit from the creation of a food-business incubator that would support new food related business developing within the tribal community. Developing this infrastructure is critical to support young talented Yurok entrepreneurs seeking a career in food production.

- b. Impact on Community: Building capacity and expanding established distribution programs as well as creating a multigenerational continuum has been identified as a direct need of the community. The evaluation conducted through this process has helped to create a snapshot of existing needs and capacity. The Tribe can now use this information to plan accordingly to help realize the goals of the greater community.

iv. Goal/Objective 4: Partners and Resources identification;

- a. Progress Made: The Contractor coordinated Yurok Tribe LFPP activities with several Community Partners, including the Community Food Council of Del Norte and Associated Tribal Lands (DNATL), the Humboldt State University Campus Center for Rural Policy (CCRP), Food For People Food Bank, United

Indian Health Services and others. Contractor met with several local food producers who expressed an interest in partnering with the Yurok Tribe to provide knowledge and produce from their farms, ranches, and food development facilities. Contractor identified possible partners in the non-profit sector who normally conduct food related outreach to communities who live in similar rural settings as the Yurok Tribe.

- b. Impact on Community: These partners all possess expertise and access to funds that will be defined and appropriately applied in the action plan. Developing working relationships with local stakeholders and community members is critical in defining a comprehensive local food system. By developing these relationships, the Tribe can begin to lay the foundation for a future food system that is less reliant on outside food producers, distributors, and vendors.
- v. Goal/Objective 5: Product development and distribution costs and innovative management;
- a. Progress Made: The contractor researched programs that would support development and marketing of local food and ancillary products, focusing on “Yurok Country Made” (YCM) a small food-business development incubator to support Native American micro-enterprise business development. The incubator would provide the opportunity for small food-business developers to transform their concept into marketable products, by offering small business development certification program as well as an umbrella support structure to promote and enhance the small businesses products and/or services. While Yurok Country Made is intended for a range of locally made products including artwork and value-added products, it is very relevant to local foods. Locally produced food products have been identified as a key industry in the local region.

The LFPP Action Plan includes information on implementing the Yurok Made brand/structure as a product development resource. The Yurok Made brand is designed to support partner businesses by promoting their products on a local, regional and national platform. Promotional activities anticipated to include innovative promotional actions, such as cross marketing opportunities, featuring products in larger retail venues, linking partner businesses with regional retailers, and business advocacy.

Food distribution vendors that could potentially serve the community were contacted to determine unit costs, delivery frequency, minimum orders and other criteria to assess distribution costs. Food service industry research was conducted to spot food delivery trends and innovative management opportunities. For example, local food store operators are increasing food service options into local markets. This option may increase food sales beyond traditional packaged and bulk food supplies.

- b. Impact on Community: Having a support structure for startup businesses participants, as well as established small businesses, looking to expand product lines, distribution area, and sales will likely increase jobs throughout the Yurok community. The anticipated success of this program is also expected to attract

others considering entering the specialty food industry. The Yurok Made Brand follows in the footsteps of county neighbor “Humboldt Made,” a 501c3 member group of several local businesses specializing in niche specialty food production and distribution. The creation of such an organization will help to support food businesses owned by Yurok members. This will have a net effect on the greater community through the development of employment opportunities and knowledge production in the area.

- vi. Goal/Objective 6: Action plan for implementation based on manageable, feasible, attainable results.
 - a. Progress Made: The programs, analysis and services defined above have been aggregated into a local food promotion program action plan for the Yurok Tribe, which is the final work product produced with grant funds. Implementation measures have been evaluated to identify what is manageable and feasible, given the small market, characteristics and opportunities in the community to be served. For each action item there are quantifiable implementation steps that will be used to measure attainable results.
 - b. Impact on Community: The programs and services being developed for the action plan are expected to increase the supply of healthy affordable foods to the community. This will be accounted for in the action plan in several ways, including a more reliable supply for consumers and also increase locally made and marketed product identity through distinctive specialty foods branding for producers. This action plan can be used to guide the Tribe toward developing a circular food system as identified in the original grant application. Additionally, the recommendations found in this action plan can be used to secure further grant funding to complete the recommended action steps.

- 2. Quantify the overall impact of the project on the intended beneficiaries, if applicable, from the baseline date (the start of the award performance period, September 30, 20__). Include further explanation if necessary.

Not applicable - This is a planning grant to develop an action plan. Job development and market expansion will be realized in the implementation phase.

- i. Number of direct jobs created:
- ii. Number of jobs retained:
- iii. Number of indirect jobs created:
- iv. Number of markets expanded:
- v. Number of new markets established:
- vi. Market sales increased by \$insert dollars and increased by insert percentage%.
- vii. Number of farmers/producers that have benefited from the project:
- viii. Percent Increase:

- 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?

This study focused on underserved population groups within the community who will benefit from having their perspective shared with Tribal leaders and community stakeholders. While there is no quantifiable method available to measure the success of this report in creating a wider reach into possible markets, it is anticipated that implementation of the action plan would result in such a market growth.

4. Discuss your community partnerships.

i. Who are your community partners?

Throughout this study period we partnered with many key stakeholders in the community to help glean information necessary to compile this report.

The Yurok Tribe

- Planning Department
- Tribal Council
- Food Distribution Program

Local Farmers

- Alexandre Family Farms
- Seabreeze Farms
- Ocean Air Farms
- Humboldt Hydro Farms

Community Organizing and Advocacy Groups

- Food for People (food bank located in Arcata but working throughout Humboldt and Del Norte Counties)
- California Center for Rural Policy (CCRP)
- Del Norte and Adjacent Tribal Lands (DNATL) Community Food Council
- University of California Cooperative Extension (UCCE)
- United Indian Health Services (UIHS)

ii. How have they contributed to the overall results of the LFPP project?

Partnering with these groups allowed contractors to create a snapshot of the existing food system on the Yurok reservation and throughout the broader service area. These groups and individuals possess vital information which is not frequently available through traditional data research tools. The everyday lived experiences of community actors help contractors to better understand the needs and capacity of the community. We spoke directly with area farmers, distributors, and vendors to gauge what programs and projects would produce the best results for community members in need while also promoting the interests of tribal businesses serving seasonal tourists and non-tribal members of the community.

iii. How will they continue to contribute to your project's future activities, beyond the performance period of this LFPP grant?

This report, and the recommendations laid out in the corresponding action plan, will serve as a tool for Yurok Tribal planners, council members, and staff, to measure future success through the implementation of goals, strategies, and actions found within. By identifying partners within the community with the ability, resources, and willingness to partner with tribal entities in order to realize the shared goals of food security and healthy communities, we have begun to bridge the gap between community need and stakeholder capacity. These partners will continue to contribute to future activities by providing data and support to tribal authorities, and by partnering to provide healthy and affordable food to the tribal and non-tribal communities living on the Reservation.

5. Are you using contractors to conduct the work? If so, how did their work contribute to the results of the LFPP project?

Yes, an outside planning firm was contracted to conduct research and outreach necessary to produce this report. Contractors conducted an initial review of the service area and history of the Yurok Tribe. Contractors then met with area stakeholders in the field where they conducted one on one interviews and site visits to area farms, greenhouses, community gardens, kitchens, and food production centers. Working with Tribal staff, contractors produced the LFPP report based on the research and outreach they had conducted.

6. Have you publicized any results yet?*
- i. If yes, how did you publicize the results? No, Publication will take place after document is adopted by our tribal council
 - ii. To whom did you publicize the results?
 - iii. How many stakeholders (i.e. people, entities) did you reach?

*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).

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

- i. If so, how did you collect the information?

Phone Interviews:

- Chris Peters- Yurok FDP
- Deborah Giraud- UC Cooperative Extension
- Elaina O'Rourke- Yurok Tribe GIS Services
- Paul and Julie- Ocean Air Farms
- Owner/Operators- Seabreeze Farms
- Deborah Kravitz - Del Norte Unified School District

Email Communication:

- Tanya Sangrey- YEDC
- Terri Colton- YEDC
- Rudy- AmHydro
- Geneva Shaw- Yurok Tribe
- Erika Partee- Tolowa Dee-ni-Nation

- Joe James- Yurok Tribe
- Toby Vanlandingham Yurok Tribal Council
- James Gensaw Yurok Tribe
- Randall Weaver Employment Development Department

In Person – Interviews

- Nicole Sager- Yurok Planning Department
- Elizabeth McSerty- DNATL Food Council
- Stephanie Alexandre- Alexandre Family Farms
- Connor- DNATL Food Council
- Karen Brooks- Humboldt County Office of Education
- Jude Marshall- UIHS
- Sierra Leash- Food for People
- Frankie Joe- Yurok Tribe

*Spoke with several tourists, visitors, YEDC employees, and Yurok Reservation residents on visits to the area.

We also held several public working group meetings throughout the process of forming the document. We also composed community surveys in coordination with True North (Survey Feedback will be attached)

What feedback was relayed (specific comments)? **See attachments**

8. Budget Summary:

- 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:
- Did the project generate any income?
 - No income was created during the process of creating the LFPP document.
 - If yes, how much was generated and how was it used to further the objectives of the award?

9. Lessons Learned:

- 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).

Though the Yurok Reservation is considered a “food desert” according to USDA definitions, many living on the Reservation who still practice traditional hunting, farming, fishing, and gathering do not feel that their home is devoid of nutritious food. Additionally, there are current groups, projects, and programs working to serve the community’s health needs who could benefit from greater communication and coordination. Difficulty reaching key stakeholders within the community hampered efforts of contractors during the research phase of this process.

- If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:

Additional planning is needed to explore grocery store options. Given the limited availability of larger sites adequate for development, there will be a need to experiment with smaller store formats and renovating existing structures. The plan recommends that a feasibility and market analysis should be conducted and include a market survey to gather information about potential locations and community preferences. Innovative market analysis that incorporates community input can provide a better understanding of the different fresh food retail models that are likely to succeed in the community.

- 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:

It is critical for contractors and staff to meet early and frequently with community members, key department staff, and the tribal council to whom they will be reporting. It is equally important for these stakeholders to make themselves available to contractors and planning staff so that vital information can be received in an appropriate time and manner. Building working relationships with community partners and stakeholders is critical to create a set of recommendations which reflect the needs and capacity of the Tribe and community. More community building and education surrounding traditional food systems is needed moving forward.

10. Future Work:

- i. 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.

Recommendations found in the action plan section of the LFPP report carefully layout progressive steps towards creating a circular food system on the Yurok Reservation. The creation of a full-time staff position to oversee food policy and coordination within the Yurok Tribe is vital towards reaching this goal. The action plan serves not only as a tool to guide Tribal staff and council, but also as a yardstick to measure future success. The Tribe will now work internally, and with outside partners, to advance the goals and strategies identified through this planning process. Specific actions found in the action plan call for the creation of staff positions necessary to carry out future planning. Initially, the number of staff positions created is limited to 1 in the corresponding recommendations. However, additional positions may be necessary in the future as the volume of work increases for that individual. The impact on the community will likely be immediate as this new staff member will be fulfilling a role previously left vacant.

- ii. 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?

The implementation of strategies and actions found in the action plan is the next step in closing the gap between community need and stakeholder capacity. The following list highlights some of the key next steps in this process:

- Create a full-time Food Security Coordinator position
- Craft a Food Sovereignty Ordinance
- Develop youth programs and initiatives surrounding traditional foods and agriculture
- Develop small business assistance programs for Yurok food entrepreneurs
- Develop cultural curriculum around traditional food and agriculture
- Conduct a feasibility study towards developing a Yurok farm/ranch that promotes long-term food access, new sources of revenue, and career/training opportunities for tribal members in sustainable agriculture.
- Conduct community outreach and a feasibility/market analysis for a grocery store, co-op, or food hub-hybrid in Klamath.
- Develop a bulk food purchasing program whereby residents can increase their buying power and purchase items in bulk from regional distributors.
- Increase awareness of community gardens and alternative food sources within Reservation boundaries