

**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 your assigned grant specialist 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>	September 30,2016 – September 29,2017
Authorized Representative Name:	Carrie Balkcom
Authorized Representative Phone:	877-774-7277
Authorized Representative Email:	aga@americangrassfed.org
Recipient Organization Name:	American Grassfed Association
Project Title as Stated on Grant Agreement:	Building a Foundation for a sustainable food system
Grant Agreement Number: <i>(e.g. 14-LFPPX-XX-XXXX)</i>	15LFFPCP0088
Year Grant was Awarded:	2015
Project City/State:	Denver, Colorado
Total Awarded Budget:	\$18,886.00

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: The American Grassfed Association will lead a planning process to develop a plan and structure to implement new local processing solutions.

a. Progress Made: In convening stakeholders and to assess need. We held listening sessions around the state to bring in small farmers to assess their needs in bringing their animals to market. We met with USDA Rural Development to discuss funding sources. We brought in several new stakeholders that wanted to pursue the goal of developing decentralized processing facilities around the state that were not aware of what we were doing, and we were not aware of what they were doing. Some of these projects have major overlap with this project, which strengthens the base for aggregating supply to fill slots on retail shelves and assists in the number of markets available to small to mid-sized producers. In the regions of Colorado that were target areas, based on the criteria from USDA Rural Development for funding such a project 1. Be within 50 miles of a population center 2. Meet EPA standards for processing 3. Be on a major highway network and within 300 miles of supply to meet humane standards. 4. Be a federally inspected plant. We also assessed the feasibility of making this plant a multi-species plant to allow producers to add other species to their farm mix for additional income. By adding pork, lamb, goat and poultry, the cash flow from processing these species would add to the bottom line and help keep processing costs for cattle as low as possible to attract customers while keeping the plant economically viable.

Since many of the farmers we originally brought in were very small and small producers, several of the new stakeholders that came to our attention, built their programs by aggregating supply from these small producers into a larger alliance and doing the marketing under their brands. More information on those schemes are included in this report as addendums. By aggregating supply through this process, we are now able to continue the process to finalize location and funding sources to complete the feasibility studies required to present to potential funders.

b. Impact on Community: In identifying communities that will fit the criteria we have identified; the producer community would have access to more markets outside of local and/or regional markets. In developing new processing facilities, with state of the art packaging equipment, the demand for “Colorado or Western” could be a focal point of a marketing campaign along with the Colorado Dept. of Agriculture’s “Colorado Proud” program in increasing market share.

This project was designed to reveal the need for additional facilities in the state and the challenges these processing facilities are facing regarding daily operation and future expansion. From a consumer and livestock producer standpoint, Colorado has limited processing options regarding as the state has very few small and very small USDA inspected processing facilities and the majority of these operate at capacity. The large industrial plants are not a viable solution for the producer we focused on for this exercise. They are only interested in handling large quantities of animals with no custom processing available.

- ii. Goal/Objective 2: Plan developed and structure in place to implement local meat processing solutions.

- a. Progress Made: Though the initial proposal was for a facility to be constructed in or near Colorado Springs. During the initial listening sessions, we identified four areas of Rural Colorado that would benefit from this industry proposal.

We identified four areas of Colorado that would benefit from this build out. Each of these areas have the resources available to have enough supply of cattle to keep the plant viable, and have interest in developing supply for the other complimentary species, which is an underserved supply chain in Colorado. Each of these areas would require support from the local and county governments to help identify and train workers for the skills needed. In identifying additional stake holders, they were eager to work with us on this project to alleviate the bottleneck in reaching the marketplace.

- b. Impact on Community: By creating good sustainable jobs in these rural communities, and creating resources for training for these jobs, local communities could either attract new workers or keep locals in their community.

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.

- i. Number of direct jobs created: None to date – projected 100+.
- ii. Number of jobs retained: None to date
- iii. Number of indirect jobs created: None to date – projected 200+.
- iv. Number of markets expanded: None to date
- v. Number of new markets established: None to date
- vi. Market sales increased by \$insert dollars and increased by insert percentage%.
- vii. Number of farmers/producers that have benefited from the project:
 - a. Percent Increase: Not yet known.

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?

4. Discuss your community partnerships.
 - i. Who are your community partners?
Natural Grocers, Western Daughters Butchers, Crystal River Meats, Sun Prairie Meats, Dr. Kathryn Bedell, DVM, Wyoming Community Colleges, Rocky Mountain Farmers Union.
 - ii. How have they contributed to the overall results of the LFPP project?
Each of these partners have contributed with feasibility studies
 - iii. How will they continue to contribute to your project's future activities, beyond the performance period of this LFPP grant?
These partners will be users and contributors to the plant.
5. Did you use contractors to conduct the work? If so, how did their work contribute to the results of the LFPP project?
One contractor to facilitate the initial listening sessions.
6. Have you publicized any results yet?* Yes.
 - i. If yes, how did you publicize the results? Webinar.
 - ii. To whom did you publicize the results? Interested ranchers, farmers and other stakeholders.
 - iii. How many stakeholders (i.e. people, entities) did you reach? 150.

*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?
 - ii. What feedback was relayed (specific comments)?
8. Budget Summary:
 - i. 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:
 - ii. Did the project generate any income? No.
 - a. If yes, how much was generated and how was it used to further the objectives of the award?
9. Lessons Learned:
 - i. Summarize any lessons learned. Draw from 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).

The initial listening sessions were to have producers share with us their concerns and frustrations about processing issues. Most of the farmers had not thought through what they wanted to share. We should have held these sessions at other functions, where the flow of ideas might have been more active, rather than having them be

standalone events. We should have cast a wider net communicating with the larger group.

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

Do a preliminary survey of all similar projects under way in the target area. Ask about additional funding recipients that might be in the area. We identified several that were funded to explore the same project.

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.

We are currently working with the other funded groups and identified stakeholders to work together to take these projects to completion. In looking at successful projects, we believe we can increase market sales by a substantial percentage in underserved markets and build new markets based on the capacity of the plant.

- 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?

Next step is to take all the information from this and work with USDA rural development on properly funding the project and ascertain that we would have adequate funding for training and retention programs in place at the same time.