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:	September 30, 2015 – September 30, 2017
Authorized Representative Name:	Willow Coberly
Authorized Representative Phone:	541-974-1813
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Recipient Organization Name:	Greenwillow Grains LLC
Project Title as Stated on Grant Agreement:	Improving Local Food Accessibility in the Willamette Valley, Oregon
Grant Agreement Number:	15LFPPOR0041
Year Grant was Awarded:	2015
Project City/State:	Brownsville, OR
Total Awarded Budget:	$99,702.00

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: _____n/a_____; Email: _____n/a_____; Phone: _____n/a_____

According to the Paperwork Reduction Act of 1995, an agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a valid OMB control number. The valid OMB control number for this information collection is 0581-0287. The time required to complete this information collection is estimated to average 4 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. The U.S. Department of Agriculture (USDA) prohibits discrimination in all its programs and activities on the basis of race, color, national origin, age, disability, and where applicable sex, marital status, or familial status, parental status religion, sexual orientation, genetic information, political beliefs, reprisal, or because all or part of an individual's income is derived from any public assistance program (not all prohibited bases apply to all programs). Persons with disabilities who require alternative means for communication of program information (Braille, large print, audiotape, etc.) should contact USDA's TARGET Center at (202) 720-2600 (voice and TDD). To file a complaint of discrimination, write USDA, Director, Office of Civil Rights, 1400 Independence Avenue, SW, Washington, DC 20250-9410 or call (800) 795-3272 (voice) or (202) 720-6382 (TDD). USDA is an equal opportunity provider and employer.

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:* Increase efficiency and productivity; lower costs
        a. Progress Made: Set up dust collector and aspirator; acquired packaging machine; prepared and set up sifters (in kind match); set up large oat roller (in kind match). With the ability to mill and sift larger volumes, our productivity has increased significantly, by as much as 500%.
        b. Impact on Community: New marketing person and entire staff have expanded existing markets (bakeries, grocery stores, Fill Your Pantry (FYP) events, holiday markets) and opened new markets (breweries, food stalls, farmers markets, etc.) for availability of organic, nutrient dense, local grain products. We have not been able to lower costs as much as we had anticipated; while our production is up, our increase in sales was not significant enough.
    ii. *Goal/Objective 2:* Give small growers an opportunity to have their crops milled.
        a. Progress Made: Reaching out through County Extension Service, Ten Rivers Food Web, Organic Seed Alliance, Friends of Family Farmers and Facebook to more small farmers to let them know of milling availability.
        b. Impact on Community: Farms have made income that they would not have without our help. We have substantially increased the number of small farmers/producers that we work with (see section 2.vi.a).
    iii. *Goal/Objective 3:* Make available gluten-free options
        a. Progress Made: We now offer gluten free raw rolled oats in a variety of venues such as grocery stores, cafes, and online.
        b. Impact on Community: Gluten sensitive people now have organic, nutrient dense, local, gluten free grain products available throughout the Willamette Valley and online through our website.

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, 2015). Include further explanation if necessary.*
    i. *Number of direct jobs created:* Five (5)
    ii. *Number of jobs retained:* Three (3), one (1) part time
    iii. *Number of indirect jobs created:* one part time (Corvallis farmers market); unknown: small farms that we have helped; new breweries and new bakeries who use our "local and organic" products in part or exclusively (example: Smaaken Waffles, a food cart business in Portland, has expanded from one to three locations. They use our flour exclusively. See below for names of other new customers who may have added jobs because of our products.)
    iv. *Number of markets expanded:* Four (4): Holiday markets, FYPs, bakeries, grocery stores (see customer list).
    v. *Number of new markets established:* Seven (7): Farmers markets (Corvallis, Albany, Brownsville, Salem Hospital, South Corvallis, Portland [4]), breweries, caterers, school lunch program, culinary arts program, feed mills, website and online presence.
    vi. *Market sales* increased by approximately $ 32,000.00 and increased by cumulative 25%.

a. *Number of farmers/producers that have benefited from the project:* Ten (10): Sunbow Farms, Horseshoe Lake Farm, Open Oak Farm, Willamette Seed & Grain, Willamette Seed Farm , Stalford Seed Farm, Palouse Brand Farm, Weaver Farm and Seed Company, Union Point Custom Feed, Deck Family Farm
b. *Percent Increase: 900%* (from 1 farm to 10 farms)

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?*
   i. *Low access*—Brownsville, OR, has no full service grocery store. Our products are at the Farmers Market and the local coffee shop. Also, customers in "food deserts" can now buy from us online via our website *greenwillowgrains.com*. New ethnic groups--Latinos in the Portland Mercado Community Kitchen now can access our products, (one baker there uses our products exclusively).
   ii. *New businesses*—Two new local breweries in Corvallis, Block 15 and Sky High Brewpub, use our grains in brewing. We are at the new Farm Market in South Corvallis that started in summer 2017. New bakeries include: Silver Falls Bakery outside of Salem. We are now also partnering with Bram Yoffee, a baker in Portland whose mission it is to bring the sustainable farming practices of rural France to the U.S. He also runs a baking blog and features our products. Small Baking Company uses our products exclusively and sells at several Portland Farmers Markets; Luis Molino sets up bakeries for a living and intends to use our products in a new bakery in Portland. We have added 28 new customers, a 30% increase, and are now selling in Eugene, OR.

4. *Discuss your community partnerships.*
   i. *Who are your community partners?* Corvallis Sustainability Coalition, Oregon State University, Ten Rivers Food Web, Slow Food Corvallis, Yamhill Enrichment Society, Domestic Fair Trade Assoc. , Wild Yeast Bakery, Linn-Benton Community College, First Alternative Co-op, Organic Seed Alliance, Nana Cardoon Educational Farm, Willamette Farm and Food, "Local 6," the "Media Project."
   ii. *How have they contributed to the overall results of the LFPP project?* These partners help us reach new customers by publicizing our name and mission through their meetings, members, and newsletters; initiating the "Local Food Challenge" and labeling our products with the "Local 6" logo; organizing and attending farm and mill tours and dinners; promoting our products through "local food" events; inviting us to participate in Oregon State University's Earth Day and sustainability events; featuring us at public forums; part of small organic grain producers' conferences; using our products in baking classes at Corvallis CoHo (Wild Yeast Bakery) and at Nana Cardoon; bringing classes to the farm and mill to see how local food is produced (Linn-Benton Parenting "Little Red Hen" program and OSU's Geography in Agriculture class); using our grains and giving us a booth at the Mother Earth News Fair in Albany; Organic Seed Alliance had the attendees at their Annual Membership Meeting come to our farm and mill for a discussion of challenges to local food production and used our products in their meals; the "Media Project" (created by Barbara Bernstein and Elaine Velasquez) has produced a film about our work called "Gaining Ground."
   iii. *How will they continue to contribute to your project's future activities, beyond the performance period of this LFPP grant?* By promoting the "Local Food Challenge" at co-ops and grocery stores; increasing number of Fill Your Pantry events and holiday markets, increasing tours of mill by members and school groups; increasing number of

local food events, such as "Farm to Table," showing the film "Gaining Ground" in new venues, writing articles about us for local publications, using our products in culinary arts programs.

5. N/A

6. *Have you publicized any results yet? (*See promotional material page)
   i. *If yes, how did you publicize the results?* We participated as featured speaker at three Corvallis Sustainability Coalition events and two of the yearly NW Food Buyers Alliance Local Link. We were on panels at Friends of Family Farmers Uprising in Salem, as well as several grain conferences in California and Washington. We gave food demonstrations at Corvallis Market of Choice and First Alternative Co-ops; Ten Rivers Food Web Fill Your Pantry; Willamette Farm and Food Fill Your Pantry; Oregon Women in Farming Annual Fundraising, OSU Food Innovation Center Holiday Bazaar; Wild Yeast Bakery bread class and whole grains baking class at CoHo featuring Greenwillow Grains flours. We've set up tables with examples, samples and printed information at stores, farmers markets and other locations including above events; put many of these with pictures and information on Greenwillow Grains FaceBook page.
   ii. *To whom did you publicize the results?* College students and faculty, primary and middle school students and parents, local food and agriculture advocates, women in farming and their supporters, progressive organizations, general grocery store public, chefs and bakers, school lunch programs and Head Start.
   iii. *How many stakeholders (i.e. people, entities) did you reach?* Tens of thousands. There were 2000 to 4000 people at each Fill Your Pantry event, we talked and sold our products to many of them. In Salem at the State Capitol, we talked to an audience of 300 and met with state legislators; we have been featured in a film, "Gaining Ground," that has been shown in California, Washington and Oregon to at least 10,000 people. We don't know how many customers at the Corvallis First Alternative Co-op and in Salem at LifeSource Natural Foods took the "Local Food Challenge" where we were one of the "Local 6" producers. Preschoolers, primary and middle school students, parents and teachers came for three years to the "Little Red Hen" and "Adopt a Farmer" Programs (approximately 1000 totally). The OSU Ag Economics class and professor came to learn about the challenges of producing local food in a global market. We have given samples and talked to hundreds at food preparation demonstrations of our product. An unknown number of people have visited our Facebook page. Foodies and bloggers have mentioned us in their posts.

7. *Have you collected any feedback from your community and additional stakeholders about your work?*
   i. *If so, how did you collect the information?* Emails thanking us and giving us their recipes and photos; likes on Facebook; "Thank you" cards mailed to us; notes and pictures from school groups; meetings with bakers, sustainability advocates and brewmasters.
   ii. *What feedback have you collected thus far (specific comments)?* Sincere appreciation for our work providing healthy, delicious local food for the community; emails, phone calls and face to face remarks about the difference in the quality and flavor of our grain products; thanks for our generous giving of time for speaking and educating people about local food and agriculture; thanks for tours of the farm and mill showing what it

takes to provide local food; thanks for our donations of product to local nonprofit groups for their causes.

Last winter when I was on a very restricted diet my main meal of the day was a bowl of Greenwillow oats. I didn't realize how good they were until I had to eat a different brand because the local coop was temporarily out of Greenwillow oats. The substitute brand tasted bland and lacked texture compared to the nutty rich flavor of Greenwillow oats. I was truely surprised by the dramatic difference! I never gave oats a thought really before experiencing such a huge difference in taste.
--Kelly Crosby

I love your flour! I went through a five pound bag of your whole wheat, bought from New Seasons, about a month ago and that led me to wanting more. Meantime, I've tried some other local whole wheats (Camas Country Mill and Shepherd's Grain) and have been anxious to get back to yours.
--Matt McMillen

I just wanted you to know how much I value your grain products. I seek out your products at the Corvallis farmer's market and make a beeline to your bulk bins at our Corvallis food coop. Not only are your grains and flours top quality in nutrition and taste, they are cultivated and milled locally with organic practices. This is exactly what I want and need in my food. Your cornmeal makes the best polenta, your whole wheat flour is what makes my baked goods, and you are the only ones supplying us with buckwheat flour. I have participated in several of your highly informative farm tours, deepening my sense of connection with where my food comes from. Recent U.S. hurricane disasters teach us how important your work is to our regional food system. Even during "normal" winters, supply lines through the mountains from California to the Pacific Northwest have been cut, emphasizing how much we need your farm and more farms like it. I thank you all very much.
--Carol Cina

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.

9. *Lessons Learned*:
   - *i. Summarize any lessons learned.*

     We learned that better equipment resulted in better quality product which pleased our existing customers, but did not increase our efficiency to the point that we could make a price break sufficient to increase the amount of new customers that we expected. The title "local product" has been diluted by the USDA definition of "local" so that local distribution companies who get their product from China or other countries can simply repackage them and claim to be local. This undercuts the ability of truly local farmers and millers to get customers who look only at price differences and do not understand the cost of production (namely, rent, labor and raw material costs) in the USA. Changing this would help immensely. A big success was our community outreach effort. We are in contact with schools, community groups, local food and organic food groups, university and community college programs, and food banks. We have been invited to speak at numerous events, are on discussion panels, have been featured in a documentary and speak at screenings. We have been a leader in the food movement and actually started the first Fill Your Pantry event in the state (before the grant began). We helped start or

were on the board of directors of several local food organizations. All this is gratis, and we are not sure how it translates quantitatively into customers.

ii. *If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:*
Ohlsen Company's changes in the design for their packaging machine caused us to order one machine, not two, so we could determine whether the new design would meet our needs. The time needed to fabricate the machine was tripled or more. We paid for it in January and it was not delivered until late August. Therefore we have no time to research another company and get another machine appropriate for our needs. We are not sure how to suggest solving this problem. We did our homework on Ohlsen and it seemed to be the best product for an affordable price. Their sales staff was exemplary; it was the production and delivery that were unacceptable. Needless to say, we will not order another machine from them. **One lesson** is not to pay for something until you receive it. **Another** is, don't believe people who say they "will call back tomorrow." If they don't call you on schedule, call them immediately. Do not wait for them! Perhaps you need to get a specific time frame in the contract, with penalties.
Another lesson is about the seasonality of grain products. There is a surge during the holidays while people are baking. There is a lull in the summer when it is hot, so Farmers Markets are not the best venue for sales of flour and oatmeal. On the other hand, they are a great place for inexpensive advertising, to talk about your products and give samples. Some of our very faithful customer base started at a farmers market and we continue to go to FMs and support them.

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:*
The struggle has been to educate customers about what is truly local. "Truly local" is grown and processed within 150 miles of the point of purchase. When customers understand the economic benefits to the local community of food that is grown and processed locally, they are much more willing to pay the cost difference. Some assert that "local" is within 450 miles and allows foreign product that has been repackaged within that radius. Another lesson is that people who believe in your values for nutritious local food become such loyal customers. Bakeries and individuals love our products, how they bake, how they taste, and that we work to protect the environment. (Our clear, cellulose bags are compostable, made from plant materials in Corvallis, OR, 25 miles from our mill. Our farm uses native plants in and around the fields for pollinator and predator habitat. These are only two examples of our actions to promote sustainable and local. [See "Know Your Farmer" and "Know Your Miller" attachments.]) Once again, some customers are willing to pay the cost difference for a quality product produced locally.
It will take a lot longer than anticipated to gain a solid customer base. At this point our production capacity is much greater than demand. We can currently expand our production by five (5) times with our current equipment provided by the LFPP grant and only need to add two new employees. The bottleneck is expanding our customer base. Lesson: Make sure your customer base is in place and willing to support a local entity by paying a higher price. We have helped start other successful small farm millers in New York (*Greenhorns*, Severine von Tscharner Fleming) and California. These are both states with high discretionary income and interest in high quality food.

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.

This fall, we will participate in four Fill Your Pantry events and several holiday markets which will generate more orders in the ensuing months. We will be vendors at Life Source (Salem, OR) Customer Appreciation Day, which draws several thousand customers. In this way, we will reach new customers and open Lane County and the Eugene area to our products. These events will allow us to move forward in expanding our markets in Eugene,

Salem, Portland and McMinnville. We will be participating in Earth Day events and attempting to expand into the student food programs at Oregon State University, Portland State University and Willamette University. We will also continue trying to get our "Heart Healthy" rolled oats and gluten-free rolled oats into hospital dietary programs by attending the Food Innovation Center's programs to connect institutions with local food providers. We will identify more culinary arts programs in colleges and other institutions and work with them to teach their students about working with specialty products, the benefits in flavor and nutrition in staple foods, and the economic benefits for their communities of using locally grown and milled grain products. This will allow us to retain our current employees and create new jobs.

As our customer base increases additional jobs will be created, probably two in the next two years. (Our new equipment has increased our production capacity significantly, without hiring additional help.) We have identified several new markets…for example, livestock feed for our by-products and boutique and organic distilleries. We are constantly on the lookout for new markets.

We will continue to strengthen our relationships with our community partners by doing speaking engagements and giving tours to schools, sustainability groups and local food activists.

We will participate in grocery stores' and co-ops' vendor opportunities to demonstrate our products with cooking fresh items and giving samples. We will be joining the Organic Farmers Association (as a processor associate) of the Rodale Institute. We will be participating in the USDA AMS Local Foods Webinars for Local Food Research and Development, which have been very helpful. We will continue to work with OSU's Food Innovation Center in Portland to look for new markets and ways to expand into existing ones.

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 addition of a person to our staff who has the skills to run our website, is tech savvy with internet marketing capabilities, can go out and meet customers, write persuasively, is young, energetic and healthy, who shares our world view and passion, would help us grow our customer base significantly in a short time.

We have identified a growing market milled organic grains and gluten-free products in eastern Oregon and are actively searching for a building location that can handle both a

milling operation and a retail outlet. The LFPP grant increased our production capacity enough so that we can develop this market and handle increased demand until we find an appropriate location in that area.
Our website has generated new customers. An increased web presence would certainly be beneficial. Our Facebook page (which see) is visited and liked regularly. We post events and recipes but having a person with the time and abilities to use all social media effectively (Twitter, Instagram, Flickr, etc) would gain us greater access to the younger generation who are concerned about their own health and the health of the planet.
Once our customer base uses all our production capacity, we can move on to increasing that capacity and hiring new workers.