

**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>	April 1, 2017 – September 30, 2017
Authorized Representative Name:	Kurt Sahl
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Recipient Organization Name:	Humanlinks
Project Title as Stated on Grant Agreement:	2015 Local Food Promotion Program Grants Food Safety And Market Development in Support of Puget Sound Region Student, Beginning and Experienced Farmers
Grant Agreement Number: <i>(e.g. 14-LFPPX-XX-XXXX)</i>	15-LFPP-WA-0005
Year Grant was Awarded:	2015
Project City/State:	Woodinville/WA
Total Awarded Budget:	\$99890

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: Address gaps in food storage/safety and basic food processing capabilities since March 2017:

Progress Made: All three entities involved in the proposal, SAgE SMV Student Farm & Incubator, Viva Farms, and 21 Acres, report 100% completion. Year two also provided GAP-certified wash/pack for local farmers, farms-in-training and students, and individual farmers at the SAgE Farm.

The GAP-certified solar-powered mobile walk-in cooler at SAgE provided local farmers and a student farm with a place to safely store food. Seven farm businesses (five incubator farmers, one student farm, one partner farm) now have cold storage access for nine months of the year. SAgE also developed a great partnership with cooler owner and facilities staff for seasonal maintenance (21 Acres) and daily maintenance (SAgE Student Farm Manager) in order to maintain/repair/monitor the cooler over the long term. SAgE Farm now has a wash/pack facility with drive-up loading/unloading that can accommodate multiple farms in the area in addition to seven currently using the facility.

Both 21 Acres and Viva Farms completed work to upgrade their wash/pack facilities during the 2017 growing season. Under the leadership of a new farm production specialist, 21 Acres reworked its farm plan, including the introduction of food safety and training for 21 Acres staff involved with harvesting food.

Community impact: The SAgE farm can now model to the community food safety standards, renewable energy cooling of produce and proper wash/pack design, and GAP certification standards. It can also offer emergency back-up cooling service for farmers/food producers-in-need. With its certified GAP wash/pack and cooler in its second year, SAgE experienced an increase in farm businesses in their immediate area: from three farms to seven. New farm businesses experienced approximately a three-fold increase in produce grown and sold to the community (2017 total harvest poundage and produce volumes not available at this time). These new farm businesses donated produce to food banks and community kitchens. New farm businesses were able to participate in a low-income CSA program (Harvest Share), sell to preschools and afterschool programs (Farm-To-Table) subsidized produce sales. Overall sales to those vulnerable populations doubled from 2016 – 2017.

At the Viva Farms site, completing the new wash/pack structure had an immediate positive impact on their incubator farmers. The new structure is cleaner, safer, and more comfortable to work in than the previous setting. It can accommodate more people working at the same time, and helps everyone complete their work more efficiently due to more space and equipment that is better suited to the job. This includes proper wash bins and tables for both washing and packing. In addition, food Safety Training was conducted for all Viva Farms incubator participants and Viva Farms staff on June 27, 2017.

The remodeling of the wash/pack station at 21 Acres resulted in an improved and legitimate setting for handling fresh harvests before moving the sold produce to three main outlets: 21 Acres Farm Market, Farmstand Local Foods (food hub), and Farms for Life, an emergency food contractor. Because of auditing process, 21 Acres now knowledgeably prioritizes food safety in its entirety: from the time the plants are harvested to the time totes of freshly cleaned and bundled product are transferred to the next distribution phase. Buyers using Farmstand Local Food web-based exchange now know that 21

Acres product is GAP certified ensuring that the produce-buying community knows about the certification.

- ii. Goal/Objective 2: Obtain GAP and GHP certification at SAgE SMV Student Farm & Incubator, Viva Farms, and 21 Acres.

Progress Made: 100% complete. SAgE SMV Student Farm and Incubator site expanded its wash/pack station and was recertified. Due to the expansion, continuous incubator trainings were necessary to acquaint users with upgrades. A three-basin “triple wash” sink system was installed and a cooler maintenance and temperature log were added.

Viva Farms completed their Food Safety plan and had a GAP audit performed. Food Safety Standard Operating Procedures were created for Delivery Processes, Packing House Operations, Packing House Policies, Sanitation Unit Spill Response Plan, Wash-Pack Cleaning Steps, and Water Testing. In addition, multiple recordkeeping forms were created, and processes implemented.

21 Acres successfully completed its GAP audit in September 2017. New policies and procedures were developed and posted in the wash/pack station. More importantly, changes to the policy around entering the farm were announced and the staff is now aware of their responsibilities when they enter the farm.

Community impact: The SAgE Incubator farm was able to increase food safety training on a regular basis for additional farms, students and individuals using the certified facility – over fifty newly trained individuals in 2017. In addition to providing more local organic produce for sale into the local community, including a new CSA program, Farm-to-School programs, and expanded wholesale markets, Viva Farms continued its food safety training program for local farmers.

- iii. Goal/Objective 3: Expand distribution of fresh food in the local and regional market via an increase in direct sales, commercial sales, and food bank donations

Progress Made: 100% complete. Regionally, 650,000 individuals living the Seattle area can now potentially source GAP-certified produce from eight different farmers using the SAgE SMV Student and Incubator Farm and 21 Acres farm. In contrast to 2016, the new wash/pack facilities contributed to gaining over one dozen new wholesale restaurants and food businesses accounts. Additionally, over one dozen new pre-school and afterschool programs and one new CSA program for low income subscribers were added in 2017. Viva Farms also expanded its distribution by signing a new vendor contract with Whole Foods.

Community impact: In Whatcom, Skagit, San Juan, and King Counties Viva Farms increased its total number of wholesale customers since 2015 from 40 to 49, including customers. In 2017, Viva Farms delivered fresh purchased produce to three different food banks: Helping Hands Food Bank in Skagit County, Rainier Valley Food Bank in Seattle, and West Seattle Food Bank. 21 Acres delivered fresh produce to an emergency food consolidator, Farms for Life, which donates organic produce to agencies serving people in need.

- iv. Goal/Objective 4: Provide education and training to students, beginning, and experienced farmers to ensure that they can effectively leverage the resources supported by this project’s investment.

Progress Made: 100% complete. In addition to previously held workshops and trainings by SAgE and 21 Acres earlier in the grant period, Viva Farms held a food safety workshop, which was open to all Skagit

College practicum students, Viva Farms incubator participants, and other regional farmers. The workshop was held in order to train local farmers and Viva Farms Incubator participants on all SOPs related to the new wash/pack station and GAP.

- v. Goal/Objective 5: Outreach and market to local and commercial customers to improve consumption and access to regionally produced agricultural products, as well as foster a broad awareness of project results to intended beneficiaries and other interested stakeholders.

Progress Made: 90% complete. Viva Farms increased its wholesale customers from 40 to 49. Its total sales increased by 219%. Their CSA was initiated and successfully marketed to four Skagit county communities. (See attached press coverage on their new wash/pack station and new CSA.)

A new food hub, Farmstand Local Foods, kicked off its inaugural season and used 21 Acres as its aggregation site. The previous food hub tenant, Puget Sound Food Hub, concentrated its efforts on Skagit Valley farmers and served local customers as well as some Seattle area customers. Even though 21 Acres farm sales were flat over 2016 (only half as much land was used in 2017 compared to 2016) new markets opened up due to the efforts of Farmstand Local Foods. Farmstand sold to over 35 different buyers in their first year and 21 Acres sold to over 20 restaurants and child-care centers during the season. The marketing conducted by FLF definitely contributed to increased sales on behalf of 21 Acres and SAgE Student Farm. When buyers went online to purchase farm product, they were able to see that SAgE Student Farm and 21 Acres were GAP certified. Admittedly, as a partner group, we could have done more to increase awareness of our project; however, increasing the demand for local food is a constant effort and the work is never really “complete.”

Community impact: The Viva Farms project provided their farmers with a superior wash/pack facility, accelerating their ability to scale-up, and increase sales. The larger impact is still to be determined and more promotional efforts will assist with creating the awareness. In August, 21 Acres participated in King County’s “Chomp” festival and featured as much of its credentials as could be in a public setting.

- 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: At SAgE: 5 direct jobs created. Viva Farms: 19
 - ii. Number of jobs retained:

3 SAgE staff – grant partner	4 staff at Viva Farms – grant partner
24 +/- school staff, preschools and afterschool programs that purchase and handle our produce every week	100+/- food service staff at the three-dozen restaurants that handle our produce
2 staff at 21 Acres – grant partner	

a. Directly:

4 Certification staff at WSDA	4 Food bank and community kitchen coordinators
9 staff at three colleges – five professors, three service learning coordinators, one facilities/gardener staff	3 staff at our wholesale distributor, Farmstand Local Foods
3 staff at Olympic Nursery/A Farm In the Sammamish Valley LLC	15+/- staff at USDA butchering facilities

b. Indirectly:

3 Facilities staff at 21 Acres	3 Market staff at 21 Acres
2 Kitchen Staff at 21 Acres	4 staff at Viva Farms
5 staff at farm stand adjacent - Tonnamakers Family Farm	5 staff at Agrarian Society farm
2 staff, Root Connection Farm where we send volunteers and publicize	3 tractor equipment companies that sell and maintain our equipment
6 seed companies that regularly supply the farms with seed for our annual and perennial crops	30 +/- jobs at our compost supplier, Cedar Grove
3 garden supply companies who regularly supply the farms with growing supplies	4 farm supply stores that regularly supply our feed and livestock equipment
12 Farmers in Snoqualmie and Snohomish counties due to collaborations, publicity and increased profile of local food marketing	12 staff at King County Conservation District who work with the farms on a regular basis
5 farmers that sell feeder, baby livestock that we purchase to grow to finish weight for sales to restaurants	

iii. Number of *indirect jobs created* :*

2 staff at Ecolibrium farm – new local farm business in 2016	2 staff at Sound Produce – new local farm business in 2017
2 staff managing Farmlink/Farm King County on-line resource for connecting public to farms	3 staff hired to survey agricultural lands in King County
1 staff managing Farm-To-School programs in the state	1 staff working for WSDA’s FARMS team

iv. Number of new markets established: 110

Wholesale markets created – 96 wholesale customers via Puget Sound Food Hub and Farmstand Local Food Hub. This was the largest outlet/revenue stream expanded during this grant. The following are new accounts acquired:	21 Schools/pre- & afterschool/community center programs:
62 Restaurants/Caterers – Canlis, Tune, Novelty Hill, Portage Bay Café, Rosario Resort & Spa, The Pantry, A Local Palate, 21 Acres Kitchen, Ravenleaf Public House, Hecho, Outside The Box, Zocalo, Carnivore, Bread & Bone, L’Oursin, Roots Of All Roads, Patty Pan Cooperative, Black Caviar, The Cottage, McMenamins, Stonehouse, Farm & Larder, Mollusk, The Deer Garden, Terra Plata, Lisa Dupar Catering, Revolve True Food and Wine, Herb and Bitter Kitchen, Glendale Country Club, Ma’ono, Gather Kitchen and Bar, Grappa, Zulu’s Board Game Café, Delia Terra, Vendemmia, Leika Suzumura, Scratch Deli, Bon Appetit – Amazon, Bon Appetit Catering, Lucullan Repast, Outlier, Red House Beer and Wine, Madres Kitchen, The Butcher’s Table, Quinn’s Pub, Cata Catering, Capitol Cider, The Clearing, Doe Bay Café, The Shambles, Liam’s, Hundred North, Pizza’zaa, Bon Appetit – Zulily, Bon Appetit – Nordstrom, SJI Transport	Launch Learning, Ballard Community Center, Pinehurst Preschool, A Journey School, Meadowbrook preschool, YMCA Bailey Gatzert, Queen Anne Preschool, Wallingford Boys & Girls Club, Rainier Community Center, Jefferson Community Center, West Seattle Elementary, Dale Turner Child Development Center, Bitter Lake Community Center, Northgate Community Center, South Park Community Center, Primm ABC Childcare, Delridge Community Center, El Centro/Jose Marti Child Development Center, Northshore Early Learning Center, YMCA STEM preschool, Tiny Tots Development Center, Creative Kids, Dunlap and West Seattle Preschool, Jane

Services, Bar Ferdinand, Bow Hill Organics, Eve, Shaker & Spear, Bellingham Pasta Company/The Table, Mayflower Park Hotel, FoodNSport	Addams Middle School, South Shore PK – 8, Community Arts Create ROAR, Discovery Nature Kids Preschool, YMCA Powerful Schools, McGilvra elementary, Queen Anne Fresh Air Preschool, Van Asselt Community Center, Bellevue Classical Conversations, Hoa Mai Bilingual Preschool, International Drop-In Center, YMCA Arbor Heights, Prospect Enrichment School, Little Eagles Child Development Center, Neighborhood House Preschool, ReWA – Refugee Women’s Alliance, Educare Early Learning, Smilow Rainier Vista Boys & Girls Club
7 Retail stores– Stock Seattle, Central COOP, 21 Acres Market, Harry’s Fine Foods, DERU Market, Dog Island Goods, San Juan Food COOP	3 CSA programs –Sound Vegetables, Seattle Tilth Produce HUB, 21 Acres Harvest Share
5 Colleges – Seattle Central Culinary, Edmonds Community College, Seattle University, Cornish College, Bastyr College	1 Hospital – Fred Hutchinson Cancer Research Center, Seattle
8 Food banks/Meal Programs – UDistrict, Lynnwood, Woodinville, Bothell, East African Senior Meal Program, Refugee and Immigrant Family Center & SWEL, Asian Counseling and Referral Services, Chinese Information and Service Center	6 Direct sales expanded

- v. Number of markets expanded: 3
 - vi. Market sales increased to \$16,616.00 annually up from \$3,110, or a 434% increase in sales at the 1-acre SAgE Student Farm. At Viva Farms, market sales increased to \$208,034.00 up from \$94,938 (2015), or a 119% increase in sales. At 21 Acres, market sales were down to \$17,750.00 from \$28,650 in 2015, a decrease of 38%.
 - vii. Number of farmers/producers that have benefited from the project:
 - a. Percent Increase: TOTAL IMPACT = over 2,000 farmers
 - 1. 11 Farmers adjacent/incubators at SAgE
 - 2. 7 nearby farmers that work directly with each season
 - 3. Helped 12 farmers complete new food safety plans
 - 4. GAP/GHP FSMA training for 145 individuals (farmers, culinary and sustainable agriculture students)
 - 5. Shared cooler design plans and shared lessons on GAP with farmers in Snoqualmie and Snohomish Valleys - approx. 50 farms
 - 6. 26 farmers at Viva Farms
 - viii. Indirectly impacted all 1,837 farms in King County with cutting edge cooling technology and as one of only a half dozen farms participating in GAP/GHP with a certified wash/pack.
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?

SAGe: Expanded/reached new populations in lower income and more ethnically diverse South Seattle, and to more businesses and institutions via marketing activities done through the Puget Sound Food Hub and the new Farmstand Local Food Hub. Also increased their presence on the web and on campuses. Some of the sales statistics:

Piloted an on-campus farmer’s market	A Refugee Woman Alliance & Resettlement Center
4 YMCA preschools	An International Drop-In Center
2 Boys & Girls Clubs	Chinese information and Service Center
18 Early childhood development centers	East African Senior Meal Program
A Hispanic Community Center	4 Food banks
Food Services at Edmonds Community College, Seattle Central Culinary School, and Seattle University	

Viva Farms was able to obtain a wholesale vendor agreement with Whole Foods. Representatives from Whole Foods toured the wash/pack facility on July 7, 2017, and stated that the new wash/pack facility was the determining factor in being able to sign the vendor agreement. Since then, Viva Farms has been selling directly to two Whole Foods stores in Bellingham and Seattle, as well as to the Whole Foods distribution center. Total sales to Whole Foods through the end of September were \$56,381.

After a year in which 21 Acres concentrated more on rehabilitating farm soil and less on production, wholesale sales to Farms for Life increased and donations to local food pantries remained constant.

4. Discuss your community partnerships.

- i. Who are your community partners?
 - a. Primary Partners remain Viva Farms, SAGe Student Farm and the new farmer Incubator, and 21 Acres organization.
 - b. Secondary Partners developed since the grant start date include:

Humanlinks Foundation – infrastructure & personnel support	King County Agricultural Commission – program support, research, knowledge, grant source
King Conservation District – additional funding, infrastructure improvements, equipment funding, equipment loans	SnoValley Tilth – program support, networking, knowledge sharing, new grant partners, mentor farmer identification.
Tilth Alliance – program support, networking, knowledge sharing, new grant partners	Seattle Rotary 4 – additional funding for infrastructure and equipment
Farmstand Local Foods – HUB & produce distributor	21 Acres Market and Kitchen – wholesale buyers
SKUAN – South King County Agricultural Network - emerging farmer support group for diverse population including refugee farmers	Edmonds Community College – Classes in GAP, GHP, FSMA standards and food safety. Sustainable agriculture classes and post-harvest curriculum
Skagit Valley Community College - food safety, sustainable food systems classes	Seattle Central Community College – curriculum, sustainable agriculture and GAP training/classes
Seattle Central Culinary Academy – wholesale buyer	Edmonds Community College Culinary School – GAP and GHP training, wholesale buyer

Washington State University – sustainable agriculture curriculum, training, workshops, internships	University of Washington/Bothell – internships, student and institutional involvement, engineering assistance, renewable energy project collaborators
Sammamish Valley Grange & Alliance – publicity	Northwest Edison – additional funding
Northwest Farm Credit Services Rural Community – additional funding	Whatcom Community Co-op – additional funding
Clif Bar Foundation – additional funding	Skagit Co-op 4% Friday – additional funding
Fidalgo Island Rotary – additional funding	Soroptimist of Anacortes – additional funding

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

As a result of this grant the primary partner organizations have an on-going, working relationship with one another. We support one another by means of grant management, sharing knowledge, technical support, and growing farmer support programs in three counties. After working together for the last two years, these relationships have become a catalyst for developing better on-farm infrastructure and more technical assistance for our organizations and numerous farmers in the region.

Having cold storage is also the only way SAgE farmers can expand into wholesale markets. The LFPP grant funded the prohibitive, high initial costs of installing solar-power to operate the portable produce cooler on the SAgE Student Farm. Without electricity on its farm, SAgE could not store produce for large orders on a consistent basis. Now, new community partners recognize the value SAgE offers its customers and want to buy its farmers’ produce.

Additionally, SAgE Student Farm has concentrated on growing its sales and programs with a number of campus food services, namely Edmonds Community College and Seattle Central Community College. This has been very difficult in the past, due to the absence of GAP certification and because they had an inefficient, poorly outfitted, system for harvest and cold storage. Now, because of their cooler and a larger more efficient wash/pack facility, they can harvest earlier and store produce longer and more safely, enabling the farm to increase in volume and sales.

An unanticipated outcome of the grant activities was the growth of local hubs, or cooperatives selling from aggregation sites. The Puget Sound Food Hub, Farmstand Local Food, and Snoqualmie Farmers’ Cooperative are three entities that have found niches in the wholesale market. They provide the distribution and marketing for small and medium sized farms in our areas. As a result of having a wash/pack facility and cooler that is GAP certified, we are able to aggregate produce at the incubator for delivery to the hub site. Because these hubs have a strong web platform and excellent staffs who distribute and who double as marketers, we can now sell one tomato or 200 pounds of tomatoes in one day. These hubs are a vital link for profitability and creating new markets for farmers.

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

The three non-profits involved in this project – all with GAP certified facilities for modeling “food safe harvest” methods to the public, fellow farmers, institutions, individuals and food businesses – created a *comprehensive model* for support and assistance. From an affordable, modest single farm wash/pack (21 Acres) to an urban farm incubator & student farm, off-the-grid wash/pack and cooler (SAgE) to a rural, larger wash/pack and cold storage facility serving over two dozen farms and wholesale distribution (Viva Farms), this model is already attracting interest from county agencies, education institutions, and buyers interested in supporting their local food system.

In addition, we have also developed secondary partnerships, listed above. These organizations continue to work with the primary partners as a result of the content and success of the LFPP grant and related programs. Because of our improved infrastructure and GAP training facilities, including a solar-powered portable cooler at SAgE, we have become a resource in King County for training new farmers and students in sustainable agriculture, food systems, renewable energy in farming. Specifically, with its focus on new farmer training, SAgE representatives are sought out for their expertise and knowledge as consultants and presenters in executing strategies to attain the goals expressed in the King County Local Food Initiative. For example, with its produce cooling capabilities, SAgE has almost entirely eliminated food waste on its farms by moving grade B, imperfect and unsold produce to food banks and people in need, and established policies and procedures for keeping food as safe as possible from field to customer.

As SAgE Farm continues to develop partnerships, it recognizes that each entity is a critical link towards King County farmers' long-term survivability. Access to shared equipment, technical knowledge, resources and cooperative marketing of farm products are necessary to successfully compete in a changing market and climate. As the farm network develops in King County and surrounding areas, a more stable environment for farmers is emerging. Rather than operating in isolation and lacking knowledge and capabilities on individual farms, the goal is to develop a farming lifestyle that incurs less debt, is more efficient, and hopefully more profitable by sharing information and tools.

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

Consultants and sub-contractors were hired for two projects at SAgE: the solar powered cooler; and sourcing teaching resource manuals, 'Wholesale Success.' At Viva Farms, a contractor was hired to design the roof structure, and another contractor was hired to build the roof and pour the concrete floor. This work was all done with non-federal dollars. Viva Farms also contracted with an electrician, and had a *Biosafe* consultation that was related to their purchase of a *Dositron* (sanitation device for wash/pack station).

6. Have you publicized any results yet?*

i. If yes, how did you publicize the results?

Yes. The project was featured in two university articles, and seven presentations on the farm as well as social media (see attached links and pictures). However, we did not execute a widespread publicity campaign to the local agriculture or renewable energy sectors. SAgE Farm intends to mount an interpretive sign on the facility to publicize the USDA/LFPP program as the major funder. In addition, we will feature our achievements on our respective websites' home page.

ii. To whom did you publicize the results?

We publicized the results on our respective organization's Facebook pages, the local community via a town newspaper article, the general public via the on-farm presentations, 3 websites, the University of Washington and Edmonds Community College campus populations, and a Seattle list serve that broadcasts news to over 5,000 city residents.

iii. How many stakeholders (i.e. people, entities) did you reach?

Approximately 40,000 people

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

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

Yes, but not in a comprehensive, intentional way; just anecdotally, word-of-mouth. The incubator participants are very happy about the new wash/pack station. We have not yet conducted our end-of-season surveys. At that time we will document feedback from farmers.

- ii. What feedback was relayed (specific comments)? None

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?
 - a. No

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).

Loss of institutional sponsor At the time of the LFPP award, the SAgE Student Farm was closely linked with the Edmonds Community College Horticulture department. This changed shortly after the award, forcing the farm to adopt a new role. During the first half of the LFPP grant, the campus and student farm were the primary sites for the educational and training outcomes as outlined in the grant. Students and farmers completed coursework on food safety, FSMA, GAP & GHP, post-harvest methods, marketing and farm business planning. Classes were well attended and students' evaluations proved positive. However, changing priorities at Edmonds CC led to the discontinuation of on-campus coursework and institutional support of the student farm.

In order for the SAgE Student Farm to continue with its LFPP responsibilities, the role of the farm manager was altered so she could become a grant contractor. The loss of the institutional sponsor was only temporary as 21 Acres stepped in to become the fiscal sponsor. It was an unfortunate situation when the College discontinued its support for SAgE, but because our partnership included organizations that could serve as fiscal sponsors, it was not a devastating blow to the project.

Unanticipated zoning ordinance Shortly after the LFPP grant award announcement, Viva Farms attempted to significantly upgrade its existing wash/pack facility. When they initiated the building permit process, they encountered unanticipated county and federal land use regulations. Because Viva Farms leases its property from the Port of Skagit, it had to receive permission from the Port Commission to improve its wash/pack facility. Once permission was secured, they had to apply to Skagit County for their building permit. Complicating the issue was their proximity to the Skagit County Airport, and their location on Port property. Viva Farms had to submit their plans and obtain approval from the Federal Aviation Administration (FAA) before the facility upgrade could take place. The entire process consumed most of the 2016 growing season and the building upgrade could not take place when farmers were in the middle of their production season. The upgrade was completed during the winter of 2016-17.

Personnel turnover Both 21 Acres and Viva Farms experienced changes in critical personnel roles leading to a loss of expected continuity. The Operations and Incubator Director, not the Produce and Sales managers as anticipated, performed the majority of the Viva Farms work. 21 Acres lost its farm manager at the beginning of the 2016 farm season and spent significant time scaffolding its replacement. Also, with the retreat of the Puget Sound Food Hub from 21 Acres, it no longer connected

the Skagit Valley and the Seattle market area using 21 Acres as its aggregation site. A new start up food hub centered at 21 Acres, Farmstand Local Food, started its first season in 2017.

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

One benchmark for 2017 anticipated by 21 Acres was the delivery of an electric box truck by the middle of 2016 production season. The truck is in its testing phase and because it is not a conventional vehicle, it is subject to extra scrutiny by officials. Fortunately, existing Puget Sound Food Hub and now Farmstand Local Food trucks were able to accept product from SAgE and Viva Farms for distribution in the larger Seattle region.

- 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:

Work closely with your USDA grant advisor and ask a lot of questions.

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.

GAP and food safety training are now thoroughly integrated into the day-to-day operations and programs of our organizations. All students, farmers, volunteers and staff are training on an on-going basis as a matter of visiting or sub-leasing at the farm site. The PV cooler is an integral part of the SAgE farm's ability to sell produce at the wholesale level. It will be maintained daily by the SAgE Student Farm and Incubator Manager, with technical support from 21 Acres facilities staff. Keeping the cooler in good condition and offering it to nearby farmers will continue into the foreseeable future.

As a direct result of the cooler, farms can also capture, preserve, and box unsold produce and donate it to local food banks and community kitchens. This amount of produce donated or sold at bargain prices will only increase as the number of farms at the incubator increases. We will continue to work on eliminating food waste on the farm and directing it to those in need. We will continue to work towards improving the power storage capabilities of the PV system to increase the number of cooling days/year. Our goal is to achieve cold storage access currently at 210 days/year (average for 2016 & 2017) to 365 days/year in the future. SAgE intends to investigate additional funding sources associated with purchasing additional batteries for increased power storage.

Viva Farms expects to continue to gain more wholesale customers now that it is GAP certified, including schools and other institutions. They also anticipate growing their CSA market with their enhanced packing facilities.

- 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?

Processing capabilities in our region are vastly untapped. Many farms could access food services markets if facilities existed on or near the farm capable of minimally processing produce for sale to schools and hospitals. The potential exists for small farms – incubator GHP facilities to fill this role. Forward contracts with school and food banks could be researched to secure outlets before launching into building a processing facility. This applied research project would involve investigating prospective

markets for minimally processed produce and ascertain whether a regional processing facility designed for small farm produce could be successful.

Viva Farms moved forward with GAP certification training and conducting food safety training under another grant. The food safety workshops will be webcast to a broader audience. Viva Farms has a new Farm-2-School program and GAP certification was important factor in growing that program.