

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. October 1-March 31, 20XX)</i>	9/30/2014 - 9/29/2015
Today's Date:	12/29/2015
Authorized Representative Name:	Deirdre Grace
Authorized Representative Phone:	425-282-1902
Authorized Representative Email:	Deirdre.Grace@kingcd.org
Recipient Organization Name:	King Conservation District
Project Title as Stated on Grant Agreement:	King Conservation District REGIONAL FOOD SYSTEM GAP ANALYSIS
Grant Agreement Number: <i>(e.g. 14-LFPPX-XX-XXXX)</i>	14-LFPPX-WA-0172
Year Grant was Awarded:	2014
Project City/State:	King County, Washington
Total Awarded Budget:	25,000.00

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LFPP staff may contact you to follow up for long-term success stories. Who may we contact?
x Same Authorized Representative listed above (check if applicable).

Different individual: Name: _____; Email: _____; Phone: _____

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.

Goal/Objective i:

Conduct interviews, gather existing data on infrastructure needs for small and medium sized King County farmers.

- a. Progress Made: Built an inventory database of 402 food system facilities in King County.
- b. Impact on Community: Opening up a new revenue stream for the over 70 food processing or storage business owners that expressed an interest in exploring leasing a portion of their facility to local farmers for processing or storage. Farmers now have a database, once launched in January, to connect with facilities that they can use for their produce and help expand their market reach.

Goal/Objective ii:

Develop survey(s) on existing infrastructure for processing, storage, distribution, and transportation of King County farm and ranch products.

- a. Progress Made: KCD and its partner Cascade Harvest Coalition completed the development of two parallel surveys: One for farmers and one for planning directors for the 35 jurisdictions within King Conservation District.
- b. Impact on Community: Survey was developed with input from partners to ensure its relevance and utility.

Goal/Objective iii:

Execute survey(s) and compile results.

- a. Progress Made: Surveys to over 1,262 farmers and 35 planning directors were released April 15 and closed in early June.
- b. Impact on Community: Low response rate from farmers raises concerns that mapping tool to be developed may not meet their needs. This, however, is mitigated by significant interaction with farmer representatives through recent interviews by KCD and participation in the collaborative Kitchen Cabinet. Responses from planning directors yields little data on any new or planned food system capital projects in King County cities.

Goal/Objective iv:

Map existing infrastructure, both dormant and in use, as well as infrastructure in the pipeline to identify gaps and needs against King County residents as a whole and specifically South Seattle and South King County areas identified as food deserts by the USDA.

- a. Progress Made: We worked closely with the King County GIS team to develop an easy-to-use online tool that farmers, cottage industry business owners, facility owners, and policy makers could access to expand opportunities for local food production in King County in advance of any new private or public capital investments.
 - b. Impact on Community: The online mapping tool was developed, beta tested with our Advisors, and will be hosted by King County for King Conservation District in 2016. King Conservation District has recently invested in developing GIS capacity in-house and will continue to improve the tool and port it to our own server in late 2016 for permanent hosting. We will continue to solicit feedback from farmers to improve its user interface and effectiveness.
- 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, 2014). Include further explanation if necessary.

The actual collection of data, inventorying of existing food system facilities, and creation of the interactive online facility mapping tool has not been an economic driver. However, once the tool is launched and marketed in January, we expect to see farmers use the tool to connect with interested and available facilities to expand the markets they can access for their produce and/or meats and expect that expansion to improve the opportunities and economics for local producers.

- 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?

The intense survey work necessary for this project expanded KCD's customer base by reaching new populations including food processing business owners. Business owners in the field of food processing range from commercial kitchen owners to commercial fishermen. CHC project staff took time to work with the business owners to help them to understand the process and reassure them that our interest wasn't regulatory, but instead an opportunity to creatively lease their business space for the benefit of the local food community and to potentially create a new revenue stream for their business. There is significant diversity among business owners in this sector; project staff encountered numerous businesses at which the manager's first language was not English. This created challenges to participation (addressed in lessons learned). We also reached out to low income and immigrant communities, such as in the city of Tukwila – the most diverse zip code in the United States - to better understand the need for processing facilities. During an interview, a Tukwila City Council Member expressed that immigrant populations in her city are among those interested in starting food businesses and need access to processing facilities.

- 4. Discuss your community partnerships.
 - i. Who are your community partners? We drew on many partners to build and execute this project. We built a group of Advisors to whom we turned to help us build our data collection work, create a useful GIS tool, and beta test the results. Governmental partners included staff and/or elected officials from King County, the City of Seattle, and the City of Tukwila. Non-profit partners included Seattle Tilth, the Snoqualmie

Valley Preservation Society (an advocacy organization for a significant farming region in King County), and the Vashon Island Growers Association.

- ii. How have they contributed to the overall results of the LFPP project? See above.
- iii. How will they continue to contribute to your project's future activities, beyond the performance period of this LFPP grant? All of these partners will continue to contribute to KCD's ongoing efforts with the tool through three primary avenues: First, they will use this tool and share it with their constituents, including policy makers and producers. Second, they will provide feedback on ways in which KCD can improve this tool as the tool is used. Third, they will use the tool, along with KCD, to help identify what additional infrastructure is most wisely invested in to expand the local food economy and grow the percentage of local food both available and accessed. In addition to these initial partners, KCD will work with partners identified through its new Regional Food System grant program (First round of grants awarded in November, 2015) to reach more users and expand the impact of the tool. These partners include Highline College, which is growing a robust Urban Agriculture curriculum and serves the region's most diverse student population, and Snoqualmie Valley Tilth, and Washington State Farmers Market Association, among others.

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

We partnered with Cascade Harvest Coalition (CHC), a non-profit organization that works to retain existing farmers and recruit new farmers through innovative programs like FarmLINK (a match-making service for connecting landowners and people who want to farm) and Puget Sound FRESH, which provides blanket marketing, branding, and road-mapping to farmers in Puget Sound, including in King County. CHC was contracted to do the survey outreach and data cleaning portion of this work as well as oversee the GIS application building and customization. CHC has significant experience in agricultural economics, an extensive database of farmers through their Puget Sound FRESH program, and strong partnerships with Seattle Tilth, Washington State Farmers Market Association, and others. We were able to access a network of farmers beyond KCD boundaries to gather input from those that may not reside in the area but would potentially use the processing facilities available to farmers.

6. Have you publicized any results yet?*
- i. If yes, how did you publicize the results? We plan to launch the online tool publicly in January with a roll-out strategy that includes:
 - a. Press Release to local farm community publications and the *Capital Press*, Washington and Oregon's agricultural weekly newspaper
 - b. Demonstration at our booth at the annual Country Living Expo and Winter School in early January
 - c. Demonstration at our booth at the annual Washington State Farmers Market Association Conference in early February
 - d. Demonstrations at the January or February meetings of local farm-based organizations including Snoqualmie Valley Tilth, Seattle Tilth, Vashon Island Growers Association, and the King-Pierce County Farm Bureau
 - e. Presentation/demonstration at the next round of KCD Regional Food System grant community workshops for grant applicants in March
 - f. A feature article in our February newsletter which is read by 3,000 unique readers, including many elected officials in King County

g. A feature article on our popular Facebook page, and
h. A dedicated page on our website and a feature box on our website's front page

- ii. To whom did you publicize the results? Please see above.
- iii. How many stakeholders (i.e. people, entities) did you reach? We expect to reach several thousand interested stakeholders

*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). We will gladly forward any materials created and any tallies we create of stakeholders reached.

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

There is great demand for this tool, both from policymakers in the region, and from existing producers. We have connected through several initiatives that are underway and will benefit from a spatially-oriented information tool that will help guide siting, policy, and funding decisions. Feedback has been collected through a variety of means, indicating significant anticipation in the policy community for the results of this study.

Information was collected through interviews with key stakeholders and advisory board members. We started with a set of standardized questions and quickly realized that a more conversational approach provided better detail. Our list of interview participants included a regional distributor, a councilmember for Tukwila City Council, policy experts in food access and economics at the City of Seattle, independent contractors working on food processing facilities for private business, non-profit organizations working together to create food hubs, and other projects that are looking to site and develop food system infrastructure (information about upcoming projects is included in our appendix)

Specific Comments include:

"How can we do this in my region/county/city?"

"It will be a great resource for farmers looking for storage or to make value added products."

"This can be a business model for processors that helps them make income on the side."

Our Advisory Committee reviewed the draft mapping tools and provided significant positive feedback regarding its utility and potential impact. They have been a valuable partner for us, and includes representatives from cities across the region that have an interest in a better local food system. They have provided guidance and an on-the-ground perspective from local elected officials' points of view as well as that of producers.

As we move forward with implementing and using this tool, we will work especially closely with our interested council members in the Cities of Tukwila, Burien, Renton, and Sea-Tac who are seeking greater access to healthy food for their residents. We currently collaborate with them on the Farm/Cities Roundtable and they have participated in our KCD Advisory Committee. They provide valuable insight into the food-related challenges across south Seattle and south King County, where some of the most severe food deserts in King County persist.

In addition, through our work on the King County Local Food Initiative (Kitchen Cabinet), we developed an emerging partnership with King County-Seattle Public Health who is launching several food-related initiatives in South King County.

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: X
- 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. They should draw on positive experiences (e.g. good ideas that improved project efficiency or saved money) and negative experiences (e.g. what did not go well and what needs to be changed).
- ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:
- 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:

We learned a variety of lessons concerning both the effectiveness of different survey methodologies in reaching different target audiences, as well as the challenges of reaching out to small "cottage" business owners who may be cautious about participating in any kind of study.

Initially we thought that through farmers and municipalities surveyed, we would establish the basis from which we would build our database. However, we were able to utilize Washington State Licensing Data from the Washington State Department of Agriculture gathered in 2014 as a template for the types of facilities that would eventually be mapped out.

One of the more powerful attributes of the tool is its ability to be tailored and manipulated both geographically and by facility type. The number and types of processing facilities can be categorized in many different ways. We conducted a local literature review to see what vocabulary and policy work has been preferred in local food processing language and policy. We were additionally limited by the number of fields per our initial mapping software. Processing types that were thought to be of less importance to farmers, and showing up less often and less relevantly in literature were categorized together such as chocolate, coffee, and other unknown processors. This allowed us to reduce the number of processing categories to make it easier to search for farmers and policy makers; the downside may be that some of those facilities may want to work with farmers and have the space and equipment to do so.

A second lesson was the variability in the raw data we had available to us. The partnerships utilized in gathering the data were an effective approach for this project, but the data sources are not reliably updated. In addition, any increase in manipulating data from its raw form increases the work to maintain it. Therefore, the project team elected to use only easy-to-update questions when surveying the processing businesses (Processors could choose up to three processing types to be listed in a simple yes/no for if they want

to be made available to farmers. We did not facilitate lease agreements or partnerships that may have emerged from making this information publicly available). Once the information is made widely available, business owners will have the opportunity to change their responses. We anticipate there will be more business willing to make their space and processing equipment available to farmers as the tool becomes more widely used and understood. Processors the project team interacted with directly and were able to describe the process clearly to were generally willing to lease to farmers. Moving forward, finding ways to communicate in culturally-appropriate ways (such as translation services, which KCD has included in its budget for 2016) are expected to expand opportunities.

Another challenge, not unique to this project, was simply soliciting input from farmers. We would encourage survey work for producers to be done in the winter/early spring, as the early growing season created a barrier for participation. There was also a low response rate from the mailer sent out to processors. We can speculate that there may have also been a language barrier and many business owners simply chose not to answer their phone, email, or the mailer.

10. Future Work:

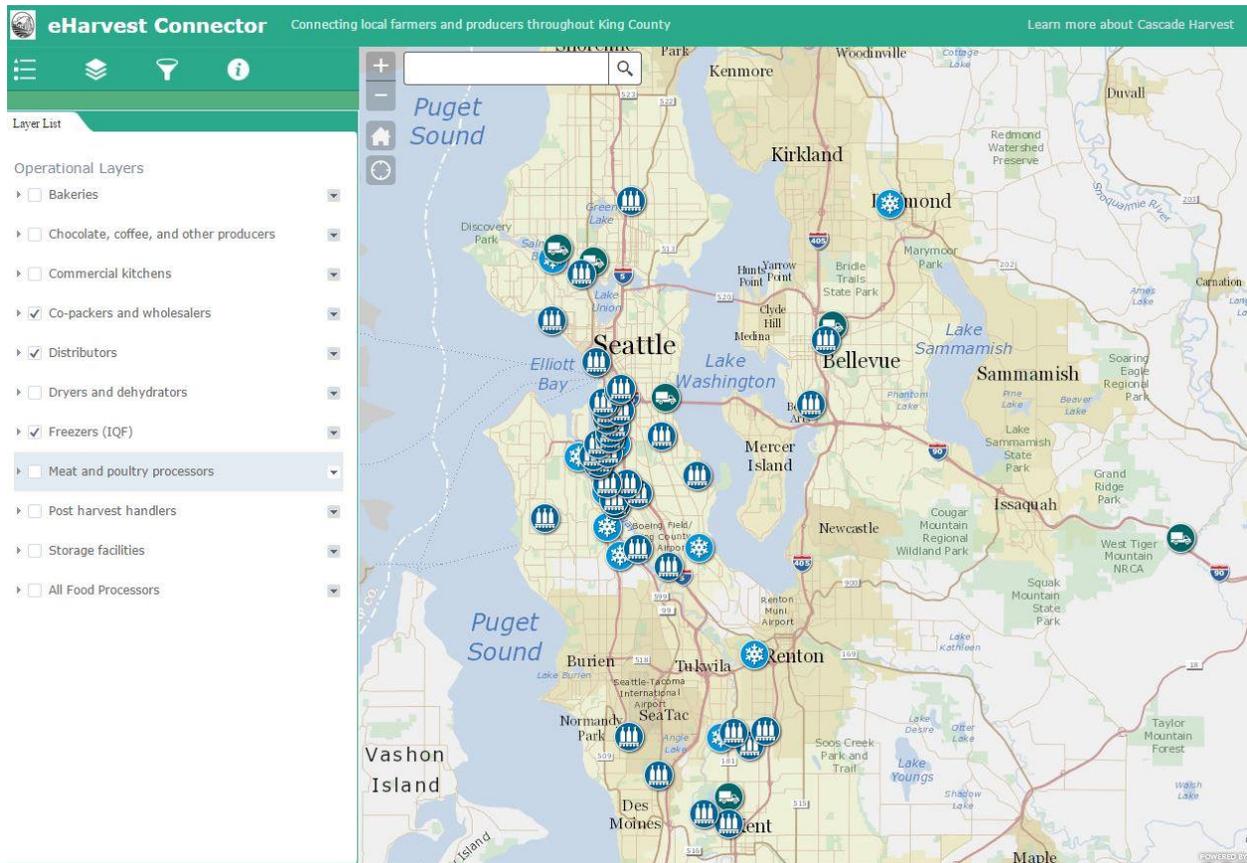
- i. How will you continue the work of this project beyond the performance period? In other words, how will you parlay the results of your project's work to benefit future community goals and initiatives? Include information about community impact and outreach, anticipated increases in markets and/or sales, estimated number of jobs retained/created, and any other information you'd like to share about the future of your project.
- 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?

We will be continue to work with community partners including CHC and King County GIS to refine the mapping tool, and bring other conservation districts, counties, or cities into the project. We hope to secure grant funding to create a mobile app accessible by farmers. All jurisdictions in KCD will have access to this map, and policy makers will be able to modify their own maps. The Cities of Tukwila and SeaTac in particular will be using our mapping tool to look to site a Food Innovation District (more information in appendices). Updates will be made to the map with continued public outreach.

A future survey could be deployed to assess impact of this project and see if it created new infrastructure available to farmers by utilizing existing infrastructure. We could also survey to see if business income increased for processors that normally wouldn't think to lease their space to farmers. Next steps include:

- January – February launch and roll out to primary stakeholder groups
- Demonstration to Regional Food System grant applicants in March
- Consider adding in city/county level data like licensed commercial kitchens
- Consider a survey to obtain more detail about the facilities
- Provide assistance to local jurisdictions in obtaining information on dormant facilities and what can be done to revitalize them
- Secure additional funding to develop a mobile app of the tool

Sample Screen Shot of the mapping tool:



Click on the link below to access the tool:

<http://kingcounty.maps.arcgis.com/apps/webappviewer/index.html?id=ca616fd8e3774a7d9aae681e17dca2d9>

Username: ClientViewer

Password: Gue\$t101

Appendix

Literature reviewed:

- <http://smallfarms.wsu.edu/crops/vegetables/wholesaleMarkets.html#Produce>
- <http://www.kingcounty.gov/healthservices/health/ehs/foodsafety/FoodBusiness/exemptions.aspx>
- <http://www.kingcounty.gov/exec/local-food/Resources.aspx>
- <http://www.urbanfoodlink.com/wp/wp-content/uploads/2011/12/FoodProcessinginWesternWashington.pdf>
- <http://agr.wa.gov/fof/docs/MajorFoodProcessing.pdf>
- http://www.agbizcenter.org/FilesUploaded/file/Final%20Carolyn%20Foundation%20Report_12_16_08.pdf
- <http://your.kingcounty.gov/dnrp/library/water-and-land/agriculture/future-of-farming/farms-report-no-apdx.pdf>
- http://www.seattle.gov/Documents/Departments/OSE/Seattle_Food_Action_Plan_10-24-12.pdf

Supplemental Information

- [Complete Data sheet of all King County Food Processors](#)
- [Data by Processing Type](#)
- [Breakdown of Processing Facilities by Type](#)
- [Screenshots from prototype map](#)
- [Screenshots from final app](#)
- [Survey Tools](#)
- [Mailer to Licensed Food Processors](#)
- [Upcoming Projects Information](#)