

**Local Food Promotion Program (LFPP)
Final Performance Report**

Report Date Range: <i>(e.g. September 30, 20XX-September 29, 20XX)</i>	October 1, 2015 - September 30, 2017
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Recipient Organization Name:	Northside Planning Council
Project Title as Stated on Grant Agreement:	Outreach, Marketing & Business Support for Minority Entrepreneurs at FEED Kitchens
Grant Agreement Number: <i>(e.g. 14-LFPPX-XX-XXXX)</i>	15LFPPWI0024
Year Grant was Awarded:	2015
Project City/State:	Madison, WI
Total Awarded Budget:	\$81,202

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.**

- i. **Goal/Objective 1:** Increase outreach activities to inform potential users about the FEED Kitchens.

Progress Made: We achieved and exceeded all of our stated milestones and assessment measures. Our target audience included people of color, people with limited income, and non-English speakers. We were also seeking to establish relationships with potential user groups including CSA farmers, community gardeners, and food cart vendors.

 1. **8-10 interviews with organization representatives:** We were able to not only conduct interviews but develop strong, ongoing working relationships with the following 10 groups that serve our intended audience: Madison Black Chamber of Commerce; Centro Hispano; Center for Resilient Cities/Badger Rock Neighborhood Center; Latino Chamber of Commerce; Farley Center for Peace, Justice and Sustainability; Dane County Farmers’ Market; Wisconsin Women’s Business Initiative Center (WWBIC); Northside Farmers’ Market; Kennedy Heights Community Center; Richard Brown/Genesis Enterprise Center.

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Along with informational interviews, we were able to make public presentations at 14 events. We also tabled at seven events.

2. **Development of preliminary outreach materials to distribute at interviews:** We developed a trifold brochure and a single page, double-sided flyer that summarizes the various opportunities and uses at FEED Kitchens, along with information about the facility and usage conditions.
3. **Identification of 7-10 potential new business or casual users from target population.** During the grant period, we began working with the following 50 businesses, 22 of which belong to the target population: Daddy's Dogs (food cart); Fruta Artesana (artistic catering); Melly Mells (catering); Mary's Eggrolls (product development); ZamZam Afghani (food Cart); Mary's reduced sugar jams (product development); Altman catering (catering); Mrunali Karkani spice mixes (product development); Eli Woyke coffee (product development); Buzzy's Lake House (food cart); CARE WI (catering Community Suppers); Chrysalis Popworks (product development); Curtis & Cake (cake/dessert catering); Tart (frozen desserts); Home Place Honey (honey); Amish Kitchen (baked goods and canning); Vitality You (healthy snacks); Pasteles Para Toda Ocasión (bakery); Crazy Carnivore/Gristle (catering); UNIMA - Union of Nigerians in Madison Area (meal prep); Jolly Frog (Tortas); Little Tibet (food cart); Tekela's Sunrise (food cart); Dinky's corn dogs (food cart); Bad Idea (coffee); Mao's Mekong catering (catering); Amera-MEX (catering); Honest Apron (sugar free desserts); Braisin' Hussies (food cart); Metropolitan (food cart); Cookies by Kate (bakery); Madame Chu's (sauces); Two Onion Farm (sauces); Le Plateau Senegalese Cuisine (catering); Yellow Dog Flowers & Produce (farm stand); Gourmet Panes (bread); El Wiscorican (food cart); TaJuanna Glenn (food cart); Shepard's Harvest (local food store); Beef Butter BBQ (food truck); Big Mouth Pasta (pasta); Bonnie's Balls (bakery); Little Red Barn (food cart); Lodge Coffee Roasters (coffee); Pasture and Plenty (caterer); Shalamar Cuisines (catering); Smokin Dragons (catering); Strey Dog (drink mixes); Mac-A-Holics (macaroons); Horn of Africa (breads); Trestella Coffee Roaster (coffee)
4. **4-6 events per year held at FEED Kitchen, each reaching 15-20 people, with at least 50% from target population:** We held a total of 31 events (17 in 2016 and 14 in 2017) to promote FEED Kitchens and reach out to our targeted population. This included at least one information session per month, for a total of 26 sessions, with an average of 15 people attended with 50% being from the target audience. We held two sessions entirely in Spanish and provided translation services at other sessions when needed. We held three open houses in 2016 and two in 2017, with anywhere from 150-300 people attending these events.
5. **4-6 events per year for introductory food processing training programs, reaching 15-20 people, with at least 50% from target population:** We held three food processing training programs in 2016 and over a dozen in 2017. Our program in 2017 included developing a cohort of students who could then go on to become independent processors. 60% of this cohort was from the target population.

Impact on Community: Our targeted outreach efforts have led to increased awareness about the opportunities at the Kitchens and to stronger relationships with organizations serving the community. More community organizations can see opportunities to use the kitchen (for preparing food for events, baking items for sales, etc.). More people from the general area are aware of FEED Kitchens and are getting involved in various ways: as volunteers, as participants in food cart events or open houses, and as kitchen users (casual and business). The project has also led more community members to consider whether they might start a food business. This is

important for the Northside of the city, as the Northside Planning Council (functioning as a community-based economic development organization) is trying to increase the number of businesses operating on the Northside, and to generate jobs for residents. Through this project, NPC has also learned a great deal what it takes to reach a disenfranchised community with information that matters to them. We have learned about how to create more accessible materials and meet these communities in spaces that are comfortable for them. Many of our presentations have been out at community centers around town in neighborhoods that reflect the demographic make-up of our target audience. In general, we have become more effective at working with diverse populations, which, in turn, has a positive effect on the success of businesses owned by low-income and minority entrepreneurs. The indirect impacts are the development of more diverse food businesses (and hence more community building), more value-added local food products being produced, more jobs, more individuals getting involved in food processing, and, overall, a more vibrant, diverse local food system.

- ii. **Goal/Objective 2:** Develop audience specific marketing materials to reach a diversity of user groups.
Progress Made: We have met and exceeded all of our **stated milestones** for this goal, including:
1) Development of marketing brochures, video, and other social media efforts; 2) Review/rewrite of user guides and guidelines in 'plain English' (including: checklist of what kitchen users need to know, cost structure, contracts, operations and best operating practices; and 3) Translation of some of the materials to Spanish:
1. The Northside Planning Council underwent a rebranding process for all aspects of the organization to develop a consistent look and feel for all of its programs and social enterprises, including FEED Kitchens. The branding included logo development and consistent website design.
 2. We revamped our social media strategy to include Facebook and Twitter, and our office manager maintains a regular posting schedule with links back to our website.
 3. The outreach brochure and flyers have been updated in both English and Spanish.
 4. Also through this project, we commissioned and completed the production of 7 videos: a 90-second "commercial" in English; 3 7-minute orientation videos in English, Hmong and Spanish; and 3 3-minute rules and regulation videos in English, Hmong and Spanish.
 5. With the launch of the Madison Public Market's MarketReady vendor development program, which we are administering for the City of Madison, we also produced a website and a variety of outreach materials in English, Spanish and Hmong. We leveraged City funding to create these additional assets, and we expect a sizable number of MarketReady participants - minority and women business owners - to work at FEED.
 6. FEED fact sheets have been developed in both English and Spanish.
 7. Developed and had FEED members begin using a "Made at FEED" sticker on their packaging for retail products.

Impact on Community: Having outreach materials available in different languages has allowed diverse members of our community to consider the possibility of opening their own food business. The materials help us reach more people who may not have been aware of the local resources and support available to them. Several businesses that have started at FEED have grown to a stage where they've needed to leave the Kitchen in order to find a larger space. We consider this success. With veteran businesses leaving, we need to keep recruiting and supporting new businesses, which our newly developed materials assist us in doing.

iii. **Goal/Objective 3:** Orientation and start-up support for new FEED Kitchen Users

Progress Made: We have met and exceeded our stated milestones for this goal: 1) 7-10 new users from target population receive orientation annually; 2) Observation about frequency of kitchen use; 3) Interviews with new users to assess familiarity with kitchen practices; 4) Development of 2 videos to show best operating practices and ServSafe practices in plain English and in Hmong.

1. Over the two-year project period, we had 22 new users from the target population go through our orientation process. They were involved in a range of pre-start up activities, from product testing, food cart build-out, business planning, to licensing; to production and sales.
2. Our kitchen use has increased by 25% each year of the project period.
3. We developed 3 7-minute FEED orientation videos in English, Hmong and Spanish; and 3 3-minute rules and regulation videos (tied to ServSafe) in English, Hmong and Spanish.
4. As mentioned above, we re-wrote our FEED member handbook, orientation materials and onboarding checklist in more user-friendly language .
5. We developed a series of PowerPoint presentations to orient members to various Kitchen processes, including scheduling, cleaning protocols and storage etiquette. We have purchased simple tablets that can be mounted in each kitchen with the slideshows and kitchen schedule looping.
6. Finally, we have started an operations Wiki for FEED, which will allow us to create a guide for operating and managing the kitchen.

Impact on Community: Proper orientation is especially critical for the FEED Kitchens as a shared work space. We have a community of FEED users whose work at the kitchen depends on new businesses being properly trained on kitchen usage and clean-up. For our target audience of minority and low-income business owners, having adequate orientation to the kitchen and its equipment removes a potential barrier to their success. Due to the support received from the kitchen manager and coordinator, entrepreneurs can avoid costly mistakes. We've worked with our members to find ways to optimize the shared space and limit the number of user errors with equipment.

iv. **Goal/Objective 4:** Technical Assistance and Business Support.

Progress Made: We have met or exceeded our stated milestones for this goal: 1) Review the fee structure in support of new businesses; 2) Establish a mentoring system through existing volunteer business networks (SCORE); 3) Assist with identifying funding for through WWBIC, SBDC, or the WI AG dept.; 4) Organize group purchasing of supplies; 5) Provide 1:1 assistance with brand development, financing, and marketing; 6) Organize networking activities

1. The FEED Kitchen Manager is involved daily with provided technical assistance and business support. Through this project, 50 businesses, 22 within our target audience, have received extensive, ongoing support. This assistance, in the form of business consultation, kitchen use guidance, and referral, tapers off as the business gets better established.
2. We have identified and engaged three small business mentors through the Madison SCORE chapter who meet regularly with FEED members in the building.
3. We have a set up a system for FEED members to purchase needed ingredients and supplies through our wholesale accounts with food service vendors.

4. We revised our fee structure from an hourly rate (which discourages additional time spent in growing a business) to include an annual lease opportunity that allows more flexibility for members in their access to and time in the kitchen.
5. Current vendors operating out of the kitchen provide informal support and mentoring to each other, and we are exploring ways to formalize that by providing incentives to established members.
6. Our contract with the City of Madison to operate the Public Market's MarketReady Program has allowed us to leverage even more staff time for technical assistance and business support, up to 25 hrs/week in 2017.
7. The MarketReady program provides funding for us to develop a "food business road map" in a "choose your own adventure" style - a comprehensive curriculum that will be available online to walk entrepreneurs through the various stages of business planning, licensing, product development, marketing, etc. This will be tremendous resource for the local food system and being awarded this funding is a direct outcome of the outreach efforts enabled by this LFPP grant.
8. The MarketReady program also includes the develop of a business coaching program which will be initiated in April 2018.
9. Finally, the MarketReady program allows us to facilitate member networking and support meetings based on their business type or stage of business development. We have six such groups meeting each month.

Impact on Community: The expansion of our technical support and business consultation services means that more food businesses will get a stronger start and be more likely to succeed. This type of business development assistance is a critical aspect of empowering new business owners, particularly in the food industry. The labyrinth of licensing and other steps required is intimidating even for experienced entrepreneurs. Many minority and low-income business owners are often disempowered by a system that is not clear or accessible. We're learning that if we truly want our local food system to reflect the diversity of our community, we need to provide intentional, step-by-step support for new business owners with the goal of independence. As new food businesses find a foothold, expand, and diversify, there is an exciting array of new local products sold in the community.

v. **Goal/Objective 5:** Product Development

Progress Made: Out of all of our five goals for this project, this final goal of product development proved to be most challenging and most enlightening, and, as we learned, we needed to adjust some of our original expectations. While we had to modify the specific milestones for this goal, we believe that we have met the intent of this objective for our project purposes: 1) Survey local farmers to determine what items they tend to grow in surplus that can be processed; 2) Market research about product possibilities and market saturation; 3) Develop recipes; 4) Seek approval for recipes; 5) Develop business model and management model for processing products developed using farmer surplus (co-packing variation):

1. In terms of developing and acquiring approval for recipes owned by FEED, we quickly learned that the state of Wisconsin now requires every processor to have recipes approved independently, and, therefore, it did not make sense for FEED to pursue recipe approval, since we were looking to support farmers as processors, not market our own products.
2. After that lesson, we shifted our focus more specifically to developing a business run by farmers or a cooperative of farmers. After surveying farmers in our first year and

assessing their capacity, we came to the conclusion, with their input, that that model would not be sustainable. Farmers are simply too busy to add a value-added business during the growing season.

3. However, Healthy Food for All (also operated by the Northside Planning Council which owns FEED Kitchens), a social enterprise that is addressing food waste by gleaning and reclaiming food that would otherwise be wasted and repackaging it in family sized containers for distribution at food pantries, did successfully develop some basic processing services in 2016. They were able to process strawberries, raspberries, peaches, corn, squash, tomatoes, other vegetable crops on behalf of local farms.
4. In 2017, we shifted our focus to creating a cooperative of independent contractors at FEED that could support farmers and small businesses with food processing and co-packing services. HFFA further pursued this by leveraging an additional \$10,000 to build out this social enterprise model and integrate elements of vocational training into the process. With this additional funding, HFFA operated a job training program in food processing and trained/employed 6 people in our target audience. This group formed the Four Lakes Processing Collective, serving five farmers, producing 15 recipes and over 1000 jars of value-added product.

Impact on Community: We see product development as a critical supplement to the local food system. Developing a sustainable business model that brings processors and farmers together to develop products that extend the harvest season and increase consumer access to local foods would both create jobs and economic opportunity for many partners. This processing model allows farmers to extend their harvest season by creating value-added products that can be sold year-round. It also puts more local products into the retail ecosystem while providing a sustainable source of revenue for HFFA's food recovery efforts. It supports farmers, consumers, food-insecure families and reduces food waste in the local environment. We continue to explore ways to make this model sustainable.

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:** .5 FTE (FEED Operations Coordinator) jobs were directly created. However, The increase in revenue from kitchen user fees and the added fund development skills of the FEED Operations Coordinator have allowed us to hire two .5 FTE Custodians. .5 FTE MarketReady Coordinator and a 1.0 FTE office manager for the building. The LFPP grant built capacity in the organization, which also enabled us to apply for a City of Madison grant to administer the Madison Public Market's MarketReady program and raise other significant funds.
 - ii. **Number of jobs retained:** 1.0 FTE job retained (FEED Kitchens Manager)
 - iii. **Number of indirect jobs created:** Many of the food businesses located at FEED are seasonal (food carts, local produce), intermittent (catering) or part-time. We estimate that, to date, there are 42 operating businesses created in this grant period (additionally, there are two non-operating businesses and two limited/intermittent businesses). These businesses support 11 FT (mostly seasonal) jobs and 60 PT jobs. There are additional businesses that create product on an irregular and limited basis, but provide a value added component to farm businesses.
 - iv. **Number of markets expanded:** The market sectors expanded include (7): catering, food carts, mail order food stores, sauces, packaged bakery, processed product, and cooking classes.
 - v. **Number of new markets established:** The new market sectors established include (5): healthy organic snacks, frozen bakery, frozen fruit pops, fruit art catering, and drink mixes.

- vi. **Market sales increased by \$insert dollars and increased by insert percentage%.** We do not currently have the capacity to track this data.
 - vii. **Number of farmers/producers that have benefited from the project:** A total of 60. All 55 businesses and five farms currently operating out of FEED have benefitted from the project in many ways, including: (1) More efficient kitchen protocols, (2) Technical support from the Kitchen Manager and Operations Coordinator, (3) Linkages with local agricultural producers for ingredients supply, (4) Access to new markets; marketing assistance. **Percent Increase:** 300% growth since the onset of the project.
- 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?** Absolutely. The customers for FEED Kitchens are the entrepreneurs who are establishing businesses there. We have reached out to organizations serving different ethnic groups and low-income populations, and have seen a significant uptick in informational visits to the Kitchens, as well as new businesses being started by these groups. Out of the 42 new businesses that got off the ground during this grant period, 22 involve African American, Latino, Hmong, Indian, Asian, Moroccan, and Afghani entrepreneurs, among other ethnicities. One business is operated by a disabled veteran, and two of the businesses are social enterprises employing people with disabilities.
- 4. Discuss your community partnerships.**
- i. **Who are your community partners?** FEED Kitchens is an enterprise of the Northside Planning Council (NPC). The work of the LFPP grant is managed through the 'outreach and marketing committee' of FEED. This committee contains representatives of FEED Kitchens, Northside Business Association, Dane Buy Local, Dane County UW-Extension, and Friends of the Madison Public Market. Through these committee members, the project also has connection with The Edible Startup Summit, the Department of Agriculture, Trade, and Consumer Protection (DATCP), and the Wisconsin Women's Business Initiative Corporation (WWBIC). Through this project, we've strengthened our relationships with two organizations in particular - Centro Hispano (serving Spanish speaking populations) and the Madison Black Chamber of Commerce (serving the Black business sector). Additionally, we have enlisted the support of additional organizations that can help us identify and recruit minority business owners including Opportunity, Inc.; Madison Region Economic Partnership (MadREP); Latino Chamber of Commerce; Farley Center for Peace, Justice and Sustainability; and the Nehemiah Center for Urban Leadership Development.
 - ii. **How have they contributed to the overall results of the LFPP project?** Our community partners have facilitated connections with community members, and will continue to support our ongoing outreach work beyond the project period. These organizations provide direct referrals and have featured the FEED Kitchens to their membership, either through a program at FEED or through a showcase event that included FEED.
 - iii. **How will they continue to contribute to your project's future activities, beyond the performance period of this LFPP grant?** In conjunction with the outreach and business development efforts initiated with this grant, we continue to collaborate with WWBIC, Dane County UW-Extension to operate the training component of the City of Madison's MarketReady Program for the upcoming Madison Public Market. The goal of the MarketReady Program is to provide startup capital in the form of mini-grants (provided by the City of Madison) and

outreach, technical assistance and one-to-one mentoring (provided by our team) for minority-owned businesses in order to help them be prepared to become vendors at the new Madison Public Market. It is the primary equity initiative of the Public Market, and we continue to engage all of the partners mentioned above in this ongoing work.

5. **Did you use contractors to conduct the work? If so, how did their work contribute to the results of the LFPP project?** By the completion of this project, we used five contractors: an outreach coordinator at 10 hrs/week who helped us build an extensive network of relationships in the local food system; a graphic designer who facilitated our rebranding efforts; and a Latino-owned video production company, a sound production company, and a Hmong language translator who produced 7 promotional and training videos. Contractors were a critical part of our success.
 6. **Have you publicized any results yet?*** Not yet. But we intend to summarize this report for the summer issue of the Northside News, our community newspaper, which reaches 22,000 residents; post it to our website; and issue a press release to the Madison and Dane County media market.
 7. **Have you collected any feedback from your community and additional stakeholders about your work?**
 - i. **If so, how did you collect the information?** Through one-to-one interviews and two online surveys of potential and current FEED users. Our grant administration also conducted regular process evaluations, including a Plus/Delta exercise.
 - ii. **What feedback was relayed (specific comments)?** Interviews with vendors have validated the role of the FEED Kitchens. Vendors indicate that they have been able to envision and start their businesses because they are now aware of the shared use facility. The kitchen provides opportunity for individuals to establish their own business, because these businesses do not have to invest in infrastructure right from the start. The orientation and technical support provided by FEED assures that new entrepreneurs are attentive to all aspects of business development. In interviews with businesses, we have heard several times that the flexible payment structure for using the kitchen (either pay by the hour or pay by the month) has allowed new businesses with limited capital to get established with low risk. As businesses grow, they opt into the monthly payment plan, which allows more kitchen hours at a lower rate per hour.
- 8. Budget Summary:**
- iii. 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:** YES. Submitted with report.
 - iv. **Did the project generate any income?** 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).** While we achieved most of our stated goals in this project, our understanding of the challenges of supporting new food businesses deepened:
 - a. **Outreach:** we learned the importance of leveraging word of mouth referrals, particularly in communities of color. Our community partners have been a critical factor in our success for this reason, but we need to explore ways to incentivize these referrals. We also learned that targeted outreach is important in order to achieve a balanced mix of businesses to

make FEED sustainable. For example, we have a concentration of food carts and other highly seasonal businesses, which means the facility is largely empty and revenue is nonexistent in the winter months. Our new annual lease model will help with cash flow challenges, but we'd like to make better use of the kitchen in the off-season by supporting more value-added producers, including bakers and saucemakers.

- b. **Marketing Materials:** learning to effectively use digital communication and social media is critical, not just because it's more cost-effective but because, nowadays, those media reach more people. However, learning to tell your story and capture your audience's attention above all the noise in the digital media world also depends on real-world relationships and trust.
 - c. **Orientation and startup support:** This is absolutely critical in a shared use kitchen - everything you can do to support this will help new businesses succeed together and will protect the very costly investment your kitchen has made in commercial equipment. Orientation should include equipment-specific training; some form of mentoring; and consistent check-ins to assess new member progress.
 - d. **Technical Assistance:** Unsurprisingly, new food businesses, especially those operated by people of color or low-income people, are highly vulnerable to failure. Having a food business consultant on site or easily accessible is critical.
- ii. **If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:** We most struggled to achieve our project goals in the area of product development and food processing. There is a great demand for small scale food-processing services, but the business model is challenging. There are many barriers to setting up a successful small-scale co-packing enterprise, including the itinerant and seasonal nature of the work which requires trained personnel to be available during the harvest season, but not at other times of the year; and the high cost of labor and overhead in comparison to the low retail price of food, even value-added products. We are exploring a model that combines simple processing for farmers with co-packing services for our other members; for example, having our team create pickles during the harvest season and bottle and label packaged products during the rest of the year. This requires having two distinct clientele: farmers in need of processing and mid-sized food businesses that are large enough to need labor support but small enough to not graduate to a contract co-packing facility. It's a tricky balance to achieve.
 - 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:** For commercial kitchens that rent their space to small business startups, particularly people of color and low-income entrepreneurs, staffing is critical. The food business ecosystem is incredibly complex, and in a shared use space, providing enough support so that businesses are operating properly and legally is critical for every tenant's success. As such, with staffing being expensive, finding a rate structure that balances the small profit margins of a food business startup with the highly expensive overhead of operating a commercial kitchen is critical.

8. 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.** As a business incubator, the work of conducting "Outreach, Marketing & Business Support for Minority Entrepreneurs at FEED Kitchens" will always be ongoing, as our successful businesses leave and it is central to our

mission to reach underserved entrepreneurs. In order to achieve fiscal sustainability, we need kitchen use to grow by an additional 20%, which is in line with our 5-year projections. In terms of sales and jobs data, we are working to improve our capacity and technical skills to track this data.

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?**

1. **Outreach:** We will be working to establish a stronger presence on social media and, ideally, hire a communications director.
2. **Marketing Materials:** We will be developing more marketing materials for specific audiences: food businesses that need small-scale co-packing services; cooking instructors; corporations looking for team-building events (this one is already in draft stage); and value-added product developers.
3. **Orientation and Startup Support:** We continue to assess and improve member orientation:
 - a. We are currently exploring an apprenticeship program where new users gain experience by providing support to experienced users while they're working in the kitchen.
 - b. We are recording brief 3-5 minute orientation videos for each significant piece of equipment in the kitchen. This will serve as a guide for kitchen users to refresh their understanding of commercial kitchen equipment; it will also be a valuable tool in training new staff and volunteers.
 - c. We are developing a FEED Kitchens Training Manual and creating a walk-through assessment for new FEED members to test their proficiency with proper facility usage and clean-up.
 - d. We are revisiting our in-take checklist for new businesses at FEED to ensure that we are helping them learn about the variety of areas they'll need to work on to succeed (writing the story of their business, creating sell sheets, having a logo and branding, meeting their reporting requirements, understanding how to best use social media, etc).
4. **Technical Assistance:** We continue to develop these services:
 - a. We are looking to integrate more cooperative development services - for example, a worker-owned catering co-op or a food entrepreneur service co-op - to help our food businesses establish economies of scale that will allow their pricing to be more competitive. We are working with UW Center for Cooperatives on these resources. In particular, we're now shifting our focus to support long-term viability, and we believe that facilitating the development of a service cooperative for small food businesses will help our members save money on overhead that they can reinvest into their business.
 - b. We also hope to hire a business development consultant.
 - c. Through the MarketReady Program, establish a sustainable business mentor program.
 - d. We are also developing a catalog of retail products made at FEED and visiting local retail outlets to help promote sales for our FEED members.