

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.

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| Report Date Range: <i>(e.g. September 30, 20XX-September 29, 20XX)</i> | 09/30/2014 – 09/30/2016 |
| Authorized Representative Name: | Angela Janus |
| Authorized Representative Phone: | 760.459.4259 |
| Authorized Representative Email: | Angela@ShareKitchen.org |
| Recipient Organization Name: | ShareKitchen |
| Project Title as Stated on Grant Agreement: | Promoting Coachella Valley's Local Food Systems Through Marketing, Aggregation and Incubation |
| Grant Agreement Number: <i>(e.g. 14-LFPPX-XX-XXXX)</i> | 14-LFPPX-CA-0028 |
| Year Grant was Awarded: | 2014 |
| Project City/State: | Cathedral City, CA and Coachella, CA |
| Total Awarded Budget: | \$97,590 |

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: COACHELLA VALLEY BRAND Development and Strategy – Develop a local brand to promote consumer awareness of local foods when shopping and eating locally. Now officially recognized as “CV FRESH” – source identified local food and farm goods from the Coachella Valley.
 - a. Progress Made: We conducted a local logo design contest for our new local food brand, CV FRESH, in collaboration with The Desert Sun, the area’s largest newspaper. The community submitted logos to the newspaper’s website and the community then voted for the winner online at desertsun.com. An industry panel of the following also reviewed and voted on the entries: Local Restaurateur, Local Food Producer, Newspaper Reporter, Food Branding Expert, Representative from Greater Palm Springs Convention and Visitor’s Bureau, Whole Foods Representative, Certified Farmers’ Market Representative, Small Food Product PR Representative, Whole Foods Graphic Designer, Independent Graphic Designer, Executive Director PSUSD Foundation, Representative from the Clinton Foundation, Professor from CSUSB, Executive Director Riverside County Farm Bureau.

The winner is a Graphic Design and Business Marketing major from Cal State San Bernardino Palm Desert Campus named Judecie Juan who submitted her logo as part of a class project assigned by the Instructor. *Whole Foods provided the Grand Prize basket* and each of the contest entrants were awarded a Certificate of Participation that listed the USDA and LFPP on each certificate. The winners were announced at the Cathedral City Passport to Health Fair which was co-located with a 5K/1M Glo-Run sponsored by Palm Springs Unified School District in City Hall Square located in Downtown Cathedral City which was attended by more than 1500 people. Radio stations, print media and television all covered the event. In addition to the logo, we have developed a B2B website and a B2C local food locator app for the CV FRESH program in both Android and iOS formats. The consumer is the target market for the app which lists and locates all local food producers and growers and all retail and restaurants featuring CV FRESH program participants by both geographic distance and category. We have a strong social media campaign organized including blogs, posts and the hashtag promotion #IMCVFRESH with a call to action to consumers to submit photos of themselves with the logo to all CV FRESH social media platforms.

- b. Impact on Community: The CV FRESH brand was developed by the community for the community and fills the market demand for source-identified food. The CV FRESH - Eat Local Coachella Valley Initiative has created a unified local food movement among producers, small growers, retailers, restaurants and consumers in the Coachella Valley. The conversation around transparent, sustainable local food

systems continues to grow and demand for local food products in the Coachella Valley is greater than ever.

ii. Goal/Objective 2: VIRTUAL FOOD HUB

a. Progress Made: The interest and demand for local distribution significantly increased and our original Virtual Swap plan was immediately too small so the plan needed to be readdressed immediately. We attended the Local Orbit Food Hub camp in Denver which provided a comprehensive look at local distribution programs, their operations and financial feasibility, and the Local Orbit Supply Chain Management program. A panel of industry professionals presented complimentary information which rounded out the camp.

Throughout the process of redeveloping the Virtual Food Hub program, we developed two key relationships to address this larger demand. We were offered free space in a local grower's cold storage to have an appropriate place to receive and distribute goods and then connected with a local artisan who had set up his own product distribution with trucks but our cold storage space was rented out to a large local grower who was undergoing construction at his facility while we were working to bring the additional pieces together to complete this new larger project. We had growers and artisans lined up as well as retailers and restaurants ready to participate once we had finalized this process.

Subsequently, the Riverside County Workforce Investment Board and City of Coachella facilitated an Agricultural Summit in an effort to strengthen relationships and support the ShareKitchen and CV FRESH local food initiatives. The SK Food Innovation Hub and LFPP projects were presented to our region's largest agricultural producers, the President and Board Member of the Coachella Valley Water District, representatives from Riverside County Economic Development Agency, College of the Desert, City of Riverside, Coachella Chamber of Commerce, Palm Springs and Coachella Valley Unified School Districts, Find Food Bank, UC Riverside Cooperative Extension, Riverside County Office of Foreign Trade and the California Women for Agriculture. The greatest concern at the Summit was over the drought and water resources and all groups who presented projects and programs were asked by the growers to be patient while the water issues were resolved. We requested the opportunity to present these programs again at future Growing Coachella Valley and California Women for Agriculture meetings.

During the drought and water crisis interim, we continued to pursue local distribution as a key component of our local food system and through this we determined we need a physical distribution hub to manage the demand for local food once fully activated. We were able to identify 20 small growers in the Coachella Valley who are excited about the opportunity to distribute their produce locally and several have agreed to contract grow for local restaurants. They require technical assistance and a better understanding of the new tools available in the new local food economy. Another amazing accomplishment through the development of this program is the commitment by some of these

small growers to grow crops all year, including the summer months that have generally gone unplanted, which will help them grow their small businesses and provide more food for the community. This is solely due to the new market opportunities created through the CV FRESH local food distribution discussion.

b. Impact on Community: Local distribution throughout the Coachella Valley, even on a small adjusted scale, will positively impact our local small food economy in addition to providing consumers with fresher, more nutritious produce from a shorter, more sustainable supply chain.

iii. Goal/Objective 3: RE-LAUNCH CITY OF COACHELLA'S 'MERCADO' POP-UP MARKET

a. Progress Made: An initial plan was brought together with the Coachella Chamber of Commerce and the Economic Development Manager of the City of Coachella and was presented to both organizations as scheduled. The City of Coachella was in favor of the re-launch and requested the market be held on Thursday nights in the historic downtown area. We made a proposal for in-kind funding for all of the public works such as barriers and trash cans. The City of Coachella asked us to collaborate with the Coachella Chamber of Commerce on this market – the Chamber Board voted no.

- The neighboring City of Indio is currently working to implement a new street fair and farmers' market concept in their Downtown Indio area and we discussed the Coachella 'Mercado' Pop-Up Market concept we developed through the LFPP. We will continue to provide technical assistance to the City of Indio and revisit the 'Mercado' concept with the City of Coachella as they also continue to redevelop their downtown area.

b. Impact on Community: A new street fair and farmers' market in Downtown Indio would provide new market opportunities for the East Valley community and create a vibrant new downtown experience.

iv. Goal/Objective 4: COTTAGE FOOD ACT OPERATIONS (CFA)

a. Progress Made: In recognition for receiving this LFPP award and our continued advocacy for small food business, the Riverside County Economic Development Agency organized a series of 'Team Riverside' CFO workshops. 'Team Riverside' is a collaboration of ShareKitchen, Riverside County EDA, Riverside County Department of Health, California State Board of Equalization and the CDC Small Business Finance Corporation. This was a very effective way to deliver these workshops. Additional workshops were conducted in Riverside for the Riverside Food Co-op and at UC Riverside Palm Desert Center and one-on-one consulting was provided to help our local CFO community navigate the system.

- As City ordinances were developed across the Coachella Valley, the City of Coachella voted in a \$300 permit fee for all CFO applications and required an official hearing for all Cottage Food Operations within their City limits.

After meeting with several aspiring CFO operators, I spoke with a Councilwoman, Mayor and Assemblyman about reducing or eliminating the permit fee to be in line with the other 8 cities in the Coachella Valley or to help in identifying micro-funding that could be accessed to pay permit fee.

- We also met with the Director of the CET – Center for Employment Training - in Coachella to explore opportunities to collaborate on this workshop program and will continue the conversation once the permit fee has been significantly reduced or removed.
- The revised Cottage Food Ordinance for the City of Coachella reducing the fee by 30% and streamlining the application process is scheduled to be approved by City Council in March 2017.

b. Impact on Community: With the local food movement gaining global traction, more support is being given to Cottage Food Operations locally from consumers at street fairs and retailers and we are proud to report that 27 new Cottage Food Operations have been licensed in the Coachella Valley.

v. Goal/Objective 5: VALUE ADDED AGRICULTURAL PRODUCTS (VAAP)

a. Progress Made: The small growers in the area are now excited about the opportunity to sell 'ugly food' to local retailers and restaurants and see an opportunity to develop 'value added products' which create additional revenue streams from crops they would otherwise may not have sold and reduce food and water waste. We need more commercial kitchen space to grow this program because of local food code regulating production of products with vegetables and fruit.

- We also hosted an event at our location for the local Boys & Girls Club who prepared and served dinner to the National Director of the Boys & Girls Club, his staff and guests where the students featured value-added products they produced in their kitchen from the garden at their center.
- In continued pursuit of developing value-added products from food waste, we attended a grand opening ceremony for a local date producer who opened a new value-added product center called the "Ingredient Center". A variety of collaborative efforts were discussed including the development of a nutrition bar. This also provided an opportunity to discuss a local strawberry farm that has seasonal waste. Many concerns were expressed by the growers who brought to light the issues they have with our efforts to engage in the development of value-added products from their waste.

b. Impact on Community: Consumers want ugly food and value added products from local farm goods. Growers want to sell ugly food and value added products from their farm goods. We need a kitchen and a food hub in order to fully achieve this goal.

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.*

- i. Number of direct jobs created: 27 – New Cottage Food Operations
- ii. Number of jobs retained: UNKNOWN
- iii. Number of indirect jobs created: UNKNOWN
- iv. Number of markets expanded: 1 – Existing retailer expanded product showcase.
- v. Number of new markets established: 4 – Local Retail Market Opportunities
- vi. Market sales increased by \$ UNKNOWN and increased by UNKNOWN%.
- vii. Number of farmers/producers that have benefited from the project: 30
 - a. Percent Increase: 100

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.? YES If so, how?*

Through this process we helped develop a new shared commercial kitchen, Veronica’s Kitchen in Indio. We networked with other LFPP recipients, food hub operators and growers at the UCCS Grain School. We toured LA Kitchen with a representative from Food Commons. We consulted with the Jacobs Center for Innovation on their shared commercial kitchen concept as well as a group in Seattle looking to establish a kitchen in a low income/low access neighborhood. We also had the opportunity to share our program with John Fisk, Executive Director of the National Good Food Movement at The Wallace Center at the CDFA Food Systems Finance Course in New Orleans.

4. Discuss your community partnerships.

- i. *Who are your community partners?* Les Dames d’Escoffier International – Green Tables Initiative, Cathedral City Rotary, The Foundation for Palm Springs Unified School District, Jules Market, Whole Foods Market, City of Indio, East Valley Coalition, CV Small Business Development Center (SBDC), City of Coachella, Chambers of Coachella and Cathedral City and newly formed Greater Coachella Valley Chamber, Coachella Valley Women’s Business Center, the Desert Sun and local media, Coachella Valley Weekly, Certified Farmers’ Markets, UC Riverside Palm Desert Center, Riverside County Workforce Development Board, Riverside County Economic Development Agency, California State University San Bernardino, College of the Desert, Greater Palm Springs Convention and Visitor’s Bureau.
- ii. *How have they contributed to the overall results of the LFPP project?* We are grateful to all of our community partners who have shared resources, classroom space, technical assistance, community engagement opportunities, marketing and promotional assistance, are champions for the CV FRESH program and local food, have provided speaking engagements and opportunities to connect our local food program across the Coachella Valley, connections to private investors, and open door policies.
- iii. *How will they continue to contribute to your project’s future activities, beyond the performance period of this LFPP grant?* We anticipate all of our community partners to continue to support the CV FRESH program in the same capacity that each has contributed throughout the program development. The City of Indio is currently working to continue the development of the Food Innovation Hub and Downtown Farmer’s Market – direct to consumer marketplace. We have great community partners who love local food!

5. Are you using contractors to conduct the work? If so, how did their work contribute to the results of the LFPP project? No

6. Have you publicized any results yet?*

 - The final results of this LFPP project have not been publicized as of this date.

 - i. If yes, how did you publicize the results? Throughout the course of the program we have been featured in print, online, TV news, public speaking engagements and presentations:
 - Cathedral City City Council Meeting which is also televised
 - Cathedral City Evening Rotary - Speaker
 - Riverside County Farm Bureau – Newsletters and Executive Meeting
 - UC Riverside Palm Desert Campus – Speaker Green Living Lecture Series
 - GrowRiverside Community Gathering Speaker with Seedstock
 - Economic Development Day for the City of Riverside - Speaker
 - Urban Land Institute – Coachella presentation, televised and in print
 - Urban Land Institute – Coachella ShareKitchen on KESQ TV
 - Slow Money Inland Empire Chapter – Host, speaker, panel coordination
 - Cathedral City Afternoon Rotary - Speaker
 - College of the Desert President’s Cabinet - Presentation
 - Seedstock Interview – available online
 - GrowRiverside with Seedstock Community Event – Local Food Speaker
 - Economic Development Day for the City of Riverside – Local Food Speaker
 - Palm Springs Unified School District Arts – psusdarts.org
 - CV Weekly – multiple issues, print and online
 - Palm Springs Life Magazine – print and online article on USDA LFPP, CV FRESH
 - City of Coachella City Council Meeting – LFPP update and CFO Ordinance
 - UC Riverside Cooperative Extension – Grower’s Meeting Presentation
 - The Desert Sun – multiple articles about USDA LFPP and CV FRESH
 - Indio Heritage Museum Festival – Information Booth
 - Wildflower Festival Palm Desert – Local Food and Information Booth
 - Salton Sea Action Committee – Local Food Luncheon and Presentation
 - Assemblymember Garcia’s Women in Business Roundtable – Challenges facing small food businesses.

 - ii. To whom did you publicize the results?
 - Viewers, readers and attendees for each of the events above.

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

 - iv. What feedback was relayed (specific comments)?
 - Please let us know how we can help.
 - Can I download the app?
 - Where can I find local food?
 - I need a commercial kitchen.
 - We love the way you are conducting your logo contest.
 - Thank you so much for doing all of this for our community.
 - A local logo – that is SO cool!
 - This is all so exciting!
 - I’m reading all of my food packaging now - I want to know where my food comes from!
 - We want to participate.

- Everyone wants to eat local food and is talking about food waste.
- SIGN ME UP!
- We want to sell local food!

7. Budget Summary:

- 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:
- Did the project generate any income? NO
 - If yes, how much was generated and how was it used to further the objectives of the award?

8. Lessons Learned:

- 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).*

This LFPP program was able to seed the next phase of projects to further implement local food systems change in the Coachella Valley. Community engagement through the contest to develop the CV FRESH logo was a great way to begin the local food conversation across the entire area. Partnering with the largest local newspaper was smart and the process garnered a lot of additional press as more news media outlets also promoted the contest. The logo contest even became a class assignment at CSUSB PDC - this was definitely our best idea!

We found that sharing information and educating our community partners and local elected officials about local food through the CV FRESH program helped bring about positive change in local food ordinances, providing an even greater platform for opening the larger discussions surrounding social equity, food waste and sustainable supply chains. Currently, the Coachella Valley's local food security gleaning agency, Hidden Harvest, is capturing all of the large agricultural local produce being grown that is not currently contracted in the large food system, including what would otherwise fill the new marketplace for 'ugly food'.

The Coachella Valley's agricultural community is a unique combination of Big Ag producers and small growers who have established supply chains and mechanisms in place. The success of a local food program in the Coachella Valley will depend on the construction of physical infrastructure and continued partnerships with large organizations, corporations and municipalities who can help facilitate the larger conversations necessary to effectuate large systems change.

Our biggest takeaway is that the development of a full local food systems program takes time, perseverance, physical infrastructure and policy. And build an app to let the consumer know where the local food is – that's what people really want!

- If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:* Describe any lessons learned in the

administration of the project that might be helpful for others who would want to implement a similar project:

- Public Private partnerships are key to local food systems success.
- It is important to identify champions within key organizations early and help keep them informed of industry developments and progress within the program regularly.
- Begin with a sufficient budget to make sure the program is adequately staffed for the tasks. Volunteers are great when you need extra hands. Make sure you hire the best staff you can to complete critical tasks.
- Develop a sustainable business model for any ongoing project components. Create value for the consumer by setting a price structure from the outset.
- Small food businesses need low cost access to qualified consultants during the ideation stage. Oftentimes small food businesses only look for help after they have already launched their ideas and need additional capital to maintain their current model.
- Creating more direct to consumer marketplaces in the form of ‘pop-up’ markets allows for small food product testing and smoother, faster growth and acceleration into wholesale and retail marketplaces. Oftentimes small food businesses launch a product through various channels and look for broker help when they realize they do not have distribution channels or a marketable product.
- Small food and farm producers are not generally marketers or business people. Patience is a virtue!
- Engage elected officials and community leaders to include them in the conversations about local food, food security and sustainability.
- Evaluate local food policies and ordinances early in the process as they are not always small business development friendly.
- Stay positive – not everyone embraces change at the same time but Good Food is a good movement and there is a lot of support at the grassroots level.

9. Future Work:

- 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.*

The local food platform created around CV FRESH has brought fresh light to the value of shared commercial kitchens in our community. We have been working with the City of Indio, East Valley Coalition, Riverside County EDA, CV SBDC and private investors to build and launch the new ShareKitchen Food Innovation Hub in Downtown Indio. We have developed a preliminary facility layout for the food business incubator which includes a large shared commercial kitchen space, food hub distribution center and food tech innovation lab.

We are working towards developing a partnership with College of the Desert to develop a Kitchen Lab concept for their growing East Valley Campus in Downtown Indio as an

adjunct to their new culinary and farming programs. The various components of the CV FRESH program will help accelerate business development, job creation and community health once added to a full kitchen incubation and food hub facility.

It is our hope that the work we have done will help guide the future of farming and local food in our community and continue to provide new opportunities for entrepreneurs and students as small food producers and growers who will be good stewards of our shared natural and built environments.

Additional Future Work:

October 2016 – Culinary Institute of America Food Business School Courses:

- Building Supply Chains for a Sustainable Future
- Technology, Trends and Food Policies Transforming the Food Systems

November 2016 – CDAF Intro to Food Systems Finance Course New Orleans

February 2017 – Collaborating with Assembly member Garcia’s 56th District

- Providing Outreach and Technical Assistance for AB 626 Homemade Food Act

February 2017 – National Good Food Network Webinar Series

- Financial Fundamentals for Food Hubs

March 2017 – International Business Innovation Association Course

- Building Sustainable Food Incubators and Accelerators

March 2017 – Palm Desert Food & Wine

- Shared information booth promoting CV FRESH local food

June 2017 – Greater Palm Springs Restaurant Week

- Coordinating access to local and regional food and farm goods
- Marketing and Promotion

Ongoing: Slow Money SoCal Leadership Team – Investor Education

Ongoing: Technical Assistance to the City of Indio for Food Innovation Hub and Farmer’s Market programs.

Long-Term: Marketing, promotion and advocacy for our local food system.

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. Build a shared commercial kitchen incubator facility and food hub.
2. Provide technical support to develop additional direct to consumer marketplaces.
3. Advance policy regarding local food distribution and the reduction of food miles.
4. Develop full distribution program to meet consumer demand through food hub.
5. Provide technical assistance to small growers including updating licensing, how to access grants and programs designed to help them, information about benefits of sustainable growing, access to capital for equipment repairs and technology upgrades, education on how to maximize crop yields on current acreage.
6. Coordinate a Coachella Valley Food Systems Alliance and Food Policy Council.
7. Continue to engage and support regional food systems efforts in Southern California.