

**Farmers Market Promotion Program (FMPP)
Final Performance Report**

The final performance report summarizes the outcome of your FMPP award objectives. As stated in the FMPP Terms and Conditions, you will not be eligible for future FMPP or Local Food 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 FMPP 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 FMPP staff to avoid delays:

FMPP Phone: 202-690-4152; Email: USDAFMPPQuestions@ams.usda.gov; Fax: 202-690-4152

Should you need to mail your documents via hard copy, contact FMPP staff to obtain mailing instructions.

Report Date Range: <i>(e.g. September 30, 20XX-September 29, 20XX)</i>	09/30/2015 –09/29/2017
Authorized Representative Name:	Sean Hopps
Authorized Representative Phone:	(360)920-7682
Authorized Representative Email:	Seanhopps2@forwashington.org
Recipient Organization Name:	Institute for Washington's Future (IWF)
Project Title as Stated on Grant Agreement:	Klondike Farmers Market
Grant Agreement Number: <i>(e.g. 14-FMPPX-XX-XXXX)</i>	15-FMPP-WA0018
Year Grant was Awarded:	2015
Project City/State:	Seattle, WA
Total Awarded Budget:	\$94,800

FMPP 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 FMPP 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: Fifteen Latino owned farm enterprises from the Washington Latino Farmers Network (WLFN) will collaborate with five local farmers and three local food businesses (that source directly from participant farmers) to found and establish the market during the project period. Fifteen of the farmers and the three food businesses will be start-up enterprises. During the course of the project period these producers will work with the project director (PD) to form an internal producers group that will own and oversee management of the market.
 - a. Progress Made: 21 farmers, a community feeding program, and 4 food businesses collaborated as the Sueño food hub.
 - The Institute for Washington’s Future (IWF) incorporated the “Klondike” farmers market as a not-for-profit business association with farmers from the Washington Latino Farmers Network (WLFN) and Healthy Northwest, a local food distribution business, shortly after project initiation in 2015. Led by the WLFN, the board of directors changed the name of the incorporated association to the “Sueño Food Hub”. However, we have kept the original project title for purposes of reporting.
 - The Sueño Food Hub rented space in the Rainier Food Hub with partner *Food for All*, a comprehensive community feeding program and Healthy Northwest, a for-profit local food distributor. In the second year of the project we were joined by partners *Figbo* and *Conduit Coffee*, local for profit food businesses. Other tenants in the building included: Seattle Tilth, Juice Box, and the Seattle Farm and Food Co-op. The space was used primarily for aggregation at the market end and included cold storage.
 - b. Impact on Community: 21 farmers had access to cold storage and aggregation at the market end of a value chain. A community feeding program had direct access to fresh local produce from the farmers to distribute to low-income residents. Four small commercial food businesses had direct access to negotiate wholesale prices with participant farmers.
 - ii. Goal/Objective 2: The market will provide technical assistance, training, and peer to peer mentorship opportunities for 23 participant farm and food businesses. This will include market foundation and design, execution of market activities, customer and product development, and administration of the market. The technical assistance is embedded in the market through the market director and contractors directly sited there.
 - a. Progress Made:
 - Approximately \$20,000 in sales directly to participant farmers through the food hub sales channels during the 2015/16 season and \$37,000 in the 2016/17, for a total of \$57,000 in direct sales during the project period.
 - Technical assistance was delivered by Sean Hopps (IWF), Juan Aguilar (IWF, WLFN Director), Halcyon Northwest (subcontractor), Food for All, and Conduit Coffee and included: Delivery of market research and information from the Seattle Metropolitan area, coordination of direct buys from farmers for movement through food hub points of sale, marketing and promotion of individual farmers and of the Washington Latino Farmers Network, help identifying and accessing Seattle area farmers markets.
 - b. Impact on Community: 21 farm businesses, including 14 beginning farmers have utilized the food hub in their business plan during the project period. In effect the food hub is a component at the market end of our value chain that is acting as a support and/or incubator

for these businesses. As a template for peer collaboration, the hub offers an opportunity for participant farmers to redistribute their labor in the areas of packing, transportation and vending. In addition, a community food program was able to promote its relationship with the farmers to its donors and supporters and distribute produce to high income supporters at church based farm stands.

- iii. Goal/Objective 3: : Embed ongoing and cumulative metric development and tracking services that generate comparisons from year to year and allow for the identification of new trends, making it that much more rich than mere data collection on sales. Feed information back to participant farmers and utilize it to provide further technical assistance in customer and product development. Produce at least two published reports for community stakeholders.
 - a. Progress Made: Halcyon Northwest served as the food hubs embedded research consultant during the two project years. Deliverables included: Collected and analyzed sales data during the project period, prepared and executed customer surveys, authored and shared reports with producers, and joined the WSDA community of learning with the Project Director.
 - b. Impact on Community: Participant farm and food businesses and the Project Director had direct access and were able to guide market research and utilize this research in their individual business plans as well as their collaborative plans and activities for the Sueño Food Hub.
 - iv. The market will serve as a platform for local farm to table and food hub activities/organizing. The market will host a conference each year and invite community stakeholders in the Seattle food economy. The market will host at least four “farm to table” promotional events for vendors and offer two agritourism opportunities for wholesale and individual consumers to visit producers in Yakima.
 - There were three farm to table events held in 2016
 - There were five farm to table events held in 2017
 - Stakeholder conferences were held in October 2015 and June 2016
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, 20__). Include further explanation if necessary.
- i. Number of direct jobs created: 18
 - ii. Number of jobs retained: 11
 - iii. Number of indirect jobs created: 87
 - iv. Number of markets expanded: 2 – participation in Seattle farmers markets, sales to small wholesale customers in Seattle
 - v. Number of new markets established: 3 - : 3 - mobile pop-up stands, church based farm to table events, and Internet store
 - vi. Market sales increased by: \$17,000 from 2015/2016 season to the 2016/2017 season
 - vii. Number of farmers/producers that have benefited from the project: 21
 - a. Percent Increase: N/A
Job numbers are family farm jobs based on surveys of participants during the project period. We estimate 87 In-direct jobs have been created using a standard formula of 3 times the number of direct jobs created or retained.
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?

Yes, in these three ways:

- Central operations continue in South East Seattle, in the middle of Seattle’s lowest income neighborhoods. The site is known as the “Rainier Food Hub” and connects us with several not for profit and for profit co-tenants who are in the local food promotion and distribution business. Several share our particular mission to serve the neighborhood and ethnically diverse and low income consumers in general.
 - Food for All, a Community Food program bought produce for its feeding programs. They also connected us with two churches that allowed us to set up mobile farm stands after Sunday services once a month.
 - Figbo, a new internet food business entered the Rainier hub site and is subletting part of our Bay at the Rainier Food Hub. They provide participant farmers direct access to their customers and a potential partner for the Sueño Food Hub for farm to table events and other promotional activities.
4. Discuss your community partnerships.
- i. Who are your community partners? Washington Latino Farmers Network (WLFN), Southeast Effective Development (SEED), Seattle Impact Hub, Food for All, Healthy Northwest, Figbo
 - ii. How have they contributed to the overall results of the FMPP project?
 - **WLFN** producers have participated in conceptualization and design of their food hub. They have provided two leaders to the board of the hub. They have provided peer mentorship and collaboration in production and sales through the food hub.
 - **SEED** is working to help us build relationships in the Rainier Valley, an area of Seattle that includes neighborhoods that are among Seattle’s most ethnically and racially diverse neighborhoods. SEED has holds the master lease for the Rainier Food Hub that we participate in.
 - **Seattle Impact Hub**, a shared creative work space in downtown Seattle, promotes the Food Hub and our work to their membership. They provided the space and logistical support to operate a pop-up stand for customer and product development.
 - **Food for All**, is a not for profit that operates an innovative food gleaning and distribution program that targets low-income consumers. We worked with them to secure the central operations site at SEED and they manage the space.
 - **Healthy Northwest**, made up front buys from producers and sold produce through hub channels utilizing their own staff. They collaborated with the producers on farm to table events and other promotional efforts. They also provide the POS system for all points of sale.
 - **Figbo**, is an internet food business with retail distribution and specialty “farm to table” distribution to chefs (restaurants) that is subletting space from the Sueño Food Hub at the Rainier Food Hub site.
 - **Seattle First Baptist Church**: Hosted Breaking Bread Together Farm Stand and subscription program
 - iii. How will they continue to contribute to your project’s future activities, beyond the performance period of this FMPP grant?
 - **The Washington Latino Farmers Network (WLFN)** will continue to utilize the Sueño Food Hub infrastructure, but they will not explicitly support it. For example, they will continue to cooperatively market and maintain the relationships with partners and customers, but they will not cooperate to pay rent to maintain operations.
 - **Healthy Northwest, Food for All and Figbo**: These three food businesses are to varying degrees interested in maintaining a shared operations site including cold storage and collaborative relationships with the producers of the WLFN.

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

Halcyon Northwest has collected and analyzed data from all direct sales through the hub's channel and fed it back to participant farmers and food businesses. Halcyon has helped with outreach to community stakeholders and partners to share information and data.

6. Have you publicized any results yet?* Yes
- i. If yes, how did you publicize the results? Facebook page, media of community stakeholders and partners, including newsletters and e-mail lists, meetings with partners and community stakeholders
 - ii. To whom did you publicize the results? Community partners and stakeholders and local food consumers
 - iii. How many stakeholders (i.e. people, entities) did you reach? Ten organizations and 500+ consumers

<https://www.facebook.com/Washington-Latino-Farmers-Network-276222369179475/?ref=bookmarks>

<https://www.facebook.com/SuenoFoodHub2016/>

7. Have you collected any feedback from your community and additional stakeholders about your work? Yes
- i. If so, how did you collect the information? Incipient contact, interview, surveys (including market surveys and analysis of Halcyon NW) from participant farmers, community partners and stakeholders, wholesale customers, local food consumers
 - ii. What feedback was relayed (specific comments)?
 - "The Sueño Food Hub helped us diversify our points of sale in Seattle this season, beyond the farmers markets we normally participate in." *Wendy Fernandez, President Washington Latino Farmers Network.*
 - "I was able to work with three other producers to get my produce to Seattle and vend there for the first time in the 2015 season" *Salvador Morales, farmer*
 - "I am finding that the narrative of locally produced and direct farm to table distribution systems controlled by farmers is important to the customers at the Seattle Impact Hub pop-up stand. Their number one reason for preferring food from farm to table connections is the feeling that they are helping the local economy." *Katherine Boyd, Halcyon NW on feedback she is hearing in her ongoing customer surveys. John Terminello, Food for All*
 - Figbo is based on internet marketing. Our customers want specialty products, organic, non GMO products and they are looking for the best deal on the internet. They are not so concerned about local. However, moving forward I am interested in pre-season contracts with local producers, including the WLFN, so that I can deliver the best deal on the products my customers want.
8. Budget Summary:
- i. As part of the FMPP closeout procedures, you are required to submit the SF-425 (Final Federal Financial Report). Check here if you have completed the SF-425 and are submitting it with this report:

- ii. Did the project generate any income? No, for now the Food Hub operates as a not for profit association. All sales revenue is reflected in the member's bottom line, in other words the revenue and profits of the participant farmers, Healthy Northwest, Figbo, and Conduit Coffee.

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).

We learned the following important lessons:

- The Food Hub movement as a way of aggregating and distributing the products of small, sustainable farmers is progressing. Most Food Hubs are at the producer end of a value chain and are producer managed. We learned that there is a need for a corresponding model at the market end of the value chain that is customer managed.
- Following from 1 above, producer managed food hubs find that the closer to the urban market you venture, the more your partners are your customers. Perhaps each producer managed food hub should have a sister customer managed food hub at the market end. Customer/partners can be distribution businesses, like Figbo. They could also be community feeding programs or church based, like Food for All and our Breaking Bread Together marketing network of churches.

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.
 - The Washington Latino Farmers Network will continue to collaborate on marketing and distribution; however, they will not invest in infrastructure at the market end.
 - Figbo, Healthy Northwest, and Food for All will continue to partner and sustain infrastructure at the market end and collaborate on local food promotion with the Washington Latino Farmers Network and other producer groups.
- 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 have seen the positive impact of the LFPP and FMPP on small, sustainable farming in our agricultural communities. Simply put, LFPP and FMPP funds have moved our regional food economy toward a model that supports agricultural communities where farming is a feasible small business opportunity and we have a healthy mix of small business and job opportunities, rather than homogenous communities of low wage, farmworker jobs. We hope that the USDA is able to continue this substantive investment in our future.