Local Food Promotion Program (LFPP)
Final Performance Report

The final performance report summarizes the outcome of your LFPP award objectives. As stated in the LFPP Terms and Conditions, you will not be eligible for future LFPP or Farmers Market Promotion Program grant funding unless all close-out procedures are completed, including satisfactory submission of this final performance report.

This final report will be made available to the public once it is approved by LFPP staff. Write the report in a way that promotes your project's accomplishments, as this document will serve as not only a learning tool, but a promotional tool to support local and regional food programs. Particularly, recipients are expected to provide both qualitative and quantitative results to convey the activities and accomplishments of the work.

The report is limited to 10 pages and is due **within 90 days** of the project's performance period end date, or sooner if the project is complete. Provide answers to each question, or answer "not applicable" where necessary. It is recommended that you email or fax your completed performance report to your assigned grant specialist to avoid delays:

LFPP Phone: 202-720-2731; Email: USDALFPPQuestions@ams.usda.gov; Fax: 202-720-0300

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

Report Date Range: *(e.g. September 30, 20XX-September 29, 20XX)*	September 30, 2015– September 30, 2016
Authorized Representative Name:	Susan Seaman
Authorized Representative Phone:	707-798-6132 (formerly 707-822-4616x12)
Authorized Representative Email:	susans@aedc1.org
Recipient Organization Name:	Arcata Economic Development Corporation
Project Title as Stated on Grant Agreement:	Specialty Processing for Local Meats: Feasibility Study and Business Plan
Grant Agreement Number: *(e.g. 14-LFPPX-XX-XXXX)*	15LFPPCA1040
Year Grant was Awarded:	2015
Project City/State:	Eureka, California
Total Awarded Budget:	$25,000

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: Fawn Scheer; Email: scheer@greenwaypartners.net; Phone: (707) 822-0597

According to the Paperwork Reduction Act of 1995, an agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a valid OMB control number. The valid OMB control number for this information collection is 0581-0287. The time required to complete this information collection is estimated to average 4 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. The U.S. Department of Agriculture (USDA) prohibits discrimination in all its programs and activities on the basis of race, color, national origin, age, disability, and where applicable sex, marital status, or familial status, parental status religion, sexual orientation, genetic information, political beliefs, reprisal, or because all or part of an individual's income is derived from any public assistance program (not all prohibited bases apply to all programs). Persons with disabilities who require alternative means for communication of program information (Braille, large print, audiotape, etc.) should contact USDA's TARGET Center at (202) 720-2600 (voice and TDD). To file a complaint of discrimination, write USDA, Director, Office of Civil Rights, 1400 Independence Avenue, SW, Washington, DC 20250-9410 or call (800) 795-3272 (voice) or (202) 720-6382 (TDD). USDA is an equal opportunity provider and employer.

1. State the goals/objectives of your project as outlined in the grant narrative and/or approved by LFPP staff.

   i. Objective 1: Conduct Opportunity Analysis to understand specialty meat product market potential and identify producers, distributors and consumer bases.
      a. Progress Made**: Interviews with local livestock producers, processors, distributors, and retail outlets have been conducted to determine the nature of the market, including costs, supply/production capacity and demand. Additional research on market serving opportunities, such as mobile slaughter units, niche animal product processing, waste disposal, etc. A preliminary design charrette was held, including a wide range of local food stakeholders; facility and related operational needs were identified, informational resources were shared and conceptual facility layout design options were developed.**
      b. Impact on Community: **Stakeholder engagement has renewed interest in the issue of local meat processing and established new connections between industry stakeholders**
   ii. Objective 2: Identify operational requirements for a specialty meat processing facility to match the scale and seasonal variability of the current and projected local market.
      a. Progress Made**: Insight from stakeholder interviews has informed challenges and opportunities around scale and seasonality. Research on similar facilities conducted to establish best practices and alternative/innovative approaches.**
      b. Impact on Community: **The impact on the community is the clarity around the issue of viability for a stand-alone facility is dependent on ancillary services and infrastructure, and that a functioning local meat industry requires cooperation and coordination among market players. Findings indicate that cold-storage facilities, distribution services, and third-party, non-market players are the primary gaps in the local industry.**
   iii. Objective 3: Prepare facility design and infrastructure requirements for generating estimate of development costs and defining siting requirements.
      a. Progress Made: **Preliminary siting options and infrastructure requirements identified; facility design was performed separate from this study by an existing meat processing entity; conceptual site designs were prepared to identify possible locations for a facility and related operations; and a cost estimate was prepared.**
      b. Impact on Community: **The impact includes increased knowledge about the construction and operational needs for a viable meat processing facility.**
   iv. Objective 4: Prepare Business Plan and financial projection analysis outlining feasibility of specialty meat processing facility.
      a. Progress Made: **Business Plan and feasibility assessment completed, along with pro forma for facility construction and operations.**
      b. Impact on Community: **The impact includes increased knowledge about the requirements, opportunities and barriers of establishing a viable meat processing facility.**
   v. Objective 5: Identify potential business partners and operators for the facility.
      a. Progress Made: **An existing business start-up is already occurring that produces specialty meat products; the owners of this business have made**

connections to new potential partners, including local meat producers, who are interested in adding their meat to the value-added product. Additionally, some evaluation was performed on Redwood Acres as a partner; Redwood Acres can provide the facilities and support development of related services and operations (cold storage, distribution, promotion, etc.).

b. Impact on Community: **The impact on the community is that the business owners of the meat processing operation were not initially including locally-sourced meat in their products; as a result of the stakeholder engagement for this project, and evaluation of the opportunities, there are additional markets for local meat to be included in value added products; additionally, the value-added products will utilize low-value cuts and byproducts which are difficult to sell in a retail market, so farmers will be able to capture more value from their meat. The other impact relates to the viability of Redwood Acres as an agricultural business incubator; while the study did not identify all the elements needed to make Redwood Acres a viable incubator, it did identify ways that Redwood Acres could contribute to supporting the local meat industry through developing additional infrastructure, providing marketing opportunities, and developing additional facilities related to meat processing.**

vi. Objective 6: Conduct community and stakeholder outreach to distribute findings of study.

a. Progress Made: **The final report, including findings and feasibility, have been presented publicly to the Redwood Acres Board, as well as to other community institutions, including the North Coast Co-op Board, and the Arcata Economic Development Board. The report was also shared with stakeholders involved in the project and has been posted on various websites. Additional outreach will occur in the future as requested by community members.**

b. Impact on Community: **The community is better informed about the needs of local meat producers and processors as well as market opportunities and barriers.**

vii. Objective 7: Evaluate benefits of project.

c. Progress Made: **Project evaluations were solicited during stakeholder workshops and outreach presentations.**

d. Impact on Community: **Evaluations were favorable and indicate the community is supportive of the project outcomes.**

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: **N/A – this project was a feasibility study and did not result in job creation**

ii. Number of jobs retained: **N/A – this project was a feasibility study and did not result in job retention**

iii. Number of indirect jobs created: **N/A – this project was a feasibility study and did not result in indirect job creation**

iv. Number of markets expanded: **N/A – this project was a feasibility study and did not result in market expansion, however, because of the project activities, stakeholders in**

the local meat industry were convened and new relationships have developed that indicate a potential expansion of market

v. Number of new markets established: **N/A – this project was a feasibility study and did not result in market expansion, however, because of the project activities, stakeholders in the local meat industry were convened and new relationships have developed that indicate potential new markets created**

vi. Market sales increased by $insert dollars and increased by insert percentage%. **N/A – this project was a feasibility study and did not result in market impacts; however, the connection of local meat producers to the processing operation has the potential to increase market sales of local meat, especially low-value or unmarketable meat into a value added product.**

vii. Number of farmers/producers that have benefited from the project: **This project directly connected with 15 local meat producers, including approximately 75% of the known commercial (non-homestead) pork producers in the county. All participants have benefitted from increased knowledge about market opportunities/barriers**.

a. Percent Increase: **N/A**

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? **N/A – this project was a feasibility study and did not result in expansion of a customer base; however, the activities of the study resulted in new connections between retail, distribution, production, and processing.**

4. Discuss your community partnerships.

   i. Who are your community partners? **Redwood Acres Fairgrounds, Humboldt Area Foundation, local food enterprises (Redwood Meat Company, Ryan Creek Root Cellar, Happy Butchers, etc.)**

   ii. How have they contributed to the overall results of the LFPP project? **Redwood Acres Fairgrounds has facilitated connections with stakeholders, provided opportunity for siting a facility on their property, and helped to promote the project within the community. Humboldt Area Foundation provided funding to support preliminary planning for outreach and facility siting concepts; local food enterprises have contributed valuable information on market opportunities/barriers, regulatory constraints, potential economic benefits of this project.**

   iii. How will they continue to contribute to your project's future activities, beyond the performance period of this LFPP grant? **Redwood Acres Fairgrounds will continue to be involved as the primary stakeholder and landlord for Ryan Creek Root Cellar, a value-added meat processing operation, as well as continue to perform outreach about local meat processing and recruit additional businesses that support the industry; local food enterprises will continue to provide insights and information to the research for this study, and be invited to engage with each other to share industry opportunities and potential collaborations.**

5. Did you use contractors to conduct the work? If so, how did their work contribute to the results of the LFPP project? **Yes. Their contribution includes producing all the major deliverables: stakeholder engagement, design charrette facilitation, facilities research, identifying potential operators and partners, and preparing siting concepts and analysis, producing a business plan**

and pro forma, and preparing a final report and supporting outreach efforts.

6. Have you publicized any results yet?*
   - **i.** If yes, how did you publicize the results? **Yes, results have been publicized via public meeting presentation, as well as published by the consultant (webpage and electronic newsletter) and by the grant recipient (electronic newsletter); additionally, stakeholders who participated in the study received a copy of the final report via email.**
   - **ii.** To whom did you publicize the results? **Stakeholder organizations (Redwood Acres, AEDC, North Coast Co-Op), as well as email newsletter recipients and project stakeholders**
   - iii. How many stakeholders (i.e. people, entities) did you reach? **At least 2,000**

   *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).

7. Have you collected any feedback from your community and additional stakeholders about your work?
   - **i.** If so, how did you collect the information? **Paper evaluation forms collected from design charrette and verbal requests for feedback from public presentations**
   - ii. What feedback was relayed (specific comments)?
     - **a. A meat processing facility at Redwood Acres should also include rendering, smoking**
     - **b. The most positive aspect of the workshop was learning where our business might fit in with other business needs**
     - **c. Great to get producers/ranchers and food business folks in the same room; there's a lot of room for partnership**
     - **d. How much investment will be needed to make Redwood Acres a viable entity?**
     - **e. The organization would like to express support for this project and its intent.**
     - **f. It is reassuring to understand the problem at a deeper level and to see that the biggest opportunities are available to multiple stakeholders.**
     - **g. This was an important study for the region because it reveals insight into the real challenges of the industry and confirms the need for broad-spectrum support rather than one single solution.**

8. Budget Summary:
   - i. As part of the LFPP closeout procedures, you are required to submit the SF-425 (Final Federal Financial Report). Check here if you have completed the SF-425 and are submitting it with this report: ☒
   - ii. Did the project generate any income? **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. 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).

a. **One of the most positive experiences of this project resulted from the large stakeholder workshop which was held to bring together players from across market sectors; while the intent was to gain input on market opportunities and facility design, the result was that individual market players had opportunities to connect to others to whom they had not previously been connected. For example, exempt and certified meat processors connected and shared stories and identified possible collaborations, meat producers and processors connected and discovered new opportunities to work together. While a typical approach is to simply interview stakeholders, this collaborative planning session was a major benefit, not only to the project but also to the market in general. It also served to save time by getting people into the same room and being able to reduce time spent making multiple contacts with individuals.**
b. **Communication with stakeholders after the workshop could have been improved to keep the conversation going and provide updates on project progress.**

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

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: **There was confusion over the reimbursement process regarding in-kind contributions; the consultants and other in-kind providers were required to produce invoices for in-kind contributions and the confusion around this process required additional communication, re-work and delays in processing requests. It would be helpful to have a reference guide for how to process billings for in-kind (as well as instructions in the original application as to how in-kind contributions would need to be accounted for during the project).**

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? **We will continue the work of this project by ensuring future involvement in providing technical assistance and finance support to Redwood Acres, as well as to businesses related to meat production and processing. Meat production is an important component of our local economy, and having a viable meat processing operation (especially USDA-inspected slaughter) is critical. We will continue to help address needs of the local meat slaughter facility to ensure it stays operational. We will also continue to organize business development programs that can be accessed by and/or target meat producers and related businesses. We have a track record of successfully assisting entrepreneurs and small businesses launch and grow in our community.**

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? **The findings of this report echo our recommendations: that support is needed for ancillary facilities and services (cold storage, distribution, education, etc.), including those provided by third-party, non-market players to support business development, collaboration, and economic vitality.**