

**Local Food Promotion Program  
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](mailto:USDALFPPQuestions@ams.usda.gov); Fax: 202-720-0300

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<b>Report Date Range:</b> <i>(e.g. October 1-March 31, 20XX)</i>	September 29, 2015 – September 29, 2017
<b>Today's Date:</b>	December 4, 2017
<b>Authorized Representative Name:</b>	Kalla Hirschbein
<b>Authorized Representative Phone:</b>	(619) 723-3992
<b>Authorized Representative Email:</b>	Kalla.hirschbein@gmail.com
<b>Recipient Organization Name:</b>	Bodega Bay Community Fishing Association
<b>Project Title as Stated on Grant Agreement:</b>	<b><i>Real Access: A New Sustainable Seafood Business Enterprise in Bodega Bay turns the tides on export seafood marketing</i></b>
<b>Grant Agreement Number:</b> <i>(e.g. 14-LFPPX-XX-XXXX)</i>	15LFPPCA0080
<b>Year Grant was Awarded:</b>	2015
<b>Project City/State:</b>	Bodega Bay, CA
<b>Total Awarded Budget:</b>	\$97,038.00

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: Laurin Edwards; Email: laurinjohnson16@gmail.com; Phone: 707-536-6151

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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 and have been approved by LFPP staff, 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 toward each one and indicate the impact on the community, if any.
  - i. Goal/Objective 1: Develop and expand market opportunities in Sonoma, Marin, Mendocino, and San Francisco Counties for fishermen producers serving local markets
    - a. Progress Made (in this quarters report):
      1. Attended Fishermans Marketing Association meeting to go over pricing for Salmon Season.
      2. We renewed the existing license and Masons Marina
      3. We have increased vessel price for fishermen by 20% for crab and unloaded 77668 pounds of crab at our new hoist from May to September 2017.
      4. We submitted the required State paperwork for the LLC renewal
      5. We had a several meetings with Sloat Design, a local branding group to design marketing collateral, a brand and logo for the CFA – we have one complete post card, content for marketing materials and almost full board consensus for a logo (materials attached)
    - b. Impact on Community:
      1. Inform local people of opportunities for local, healthy seafood options (i.e. crab feed, marketing materials)
      2. Increase consumption of local, healthy seafood.
      3. Implementing a sustainable model to continue business, pay for staff and increase fishermen profits & markets for diversity of catch.
      4. Improved local economic development for employee and fishing community.
      5. Appreciate and empower fishermen
  - ii. Goal/Objective 2: Increase domestic consumption of and access to locally and regionally produced seafood in Sonoma, Marin, Mendocino, and San Francisco Counties
    - a. Progress Made:
      1. Implemented a fully operating seafood unloading station for local consumers in Sonoma County while adding value to our product.
        - i. Hoist operating and new bin added with live crab tanks.
        - ii. Renewed licenses for buying and selling seafood (i.e. weighs and means, CA fish and wildlife receivers license)
        - iii. Several new fishermen unloading at BBCFA’s hoist
        - iv. The MOU partner is working well
        - v. Made contact with Monterey Fish Market
        - vi. 23,164 lbs of Salmon and 1,698 lbs of other species unloaded from May to September
      2. Improve social conditions and producer empowerment as they engage in supply chain activities
        - i. As a result of competition in the market place established by BBCFA, competing markets have increased prices paid to fishermen.
        - ii. Increased the average price per paid for crab at all competitors docks.
        - iii. Second only fishermen owned hoist in the state of California.

b. Impact on Community:

1. Implementing a sustainable model to continue business, pay for staff and increase fishermen profits & markets
  2. Improve livelihoods for producers
2. Quantify the overall impact of the project on the intended beneficiaries, if applicable. Include further explanation if necessary.
- i. Number of direct jobs created: 6 (1 FTE; 3 consultants; 1 MOU fish unloading partner)
  - ii. Number of jobs retained: 9
  - iii. Number of indirect jobs created: 20 (fishermen and crew)
  - iv. Number of markets expanded: primarily crab during winter, and salmon in the summer, also albacore tuna on occasion – direct to consumers.
  - v. Number of new markets established: 1 wholesaler (MOU); 9 indirect markets
  - vi. Market sales increased by 2%.
  - vii. Number of farmers/producers that have benefited from the project: 16 of fishermen using Zach's dock, also the increased price for crab and blackcod received by Chris and Dick.
    - a. Percent Increase: 20% for crab; 100% for tuna; 15% increase for blackcod,
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?  
We partnered with 25 community members to find a processing/food truck for direct consumer sales. We are exploring health codes and catering licensing for something we can own, rather than lease. This will increase our ability to reach low income/low access populations and all populations in Sonoma County and beyond. New business reached is Bodega Bay Seafood, which is our official partner.
4. Discuss your community partnerships.
- i. Who are your community partners? Slow Food Russian River; Surfrider Foundation – Sonoma County; McGowan Trucking; Bodega Bay Seafood (MOU); Sloat Design.
  - ii. How have they contributed to the results you've already achieved? All these partners have been excellent sources of knowledge and education for our manager regarding the salient elements of the industry, including daily operations, marketing strategies and long term goals. They have build robust support from a variety of consumers varying in class and geography. Bodega Bay Seafood is instrumental in maintaining and coordinating new markets and relationships with the fishermen and buyers who are now using CFA unloading facilities. Sloat Design is a local branding group from Petaluma who is building a brand, logo and consumer facing marketing collateral that can be distributed to a range of consumers (examples attached).
  - iii. How will they contribute to future results? The majority of our community partners are potential or existing buyers. As we start to receive more fish at our dock, we will rely on many of these partners to sell our products, so they will be instrumental to connecting to direct consumers of finished product. Sloat Design continues to enable the CFA to have a visual presence in the marketplace.
5. Are you using contractors to conduct the work? If so, how has their work contributed to the results achieved thus far?
- BBCFA engaged the same legal and business contractors they hired to create their CFA. Kalla Hirschbein, a fisheries policy attorney, was hired to ensure the project complies with all state and federal legal requirements. Legal consultant participated in several meeting with Sonoma County Parks Department

management both to renew the existing license and Masons Marina, and to continue to build the important relationship with County staff that manages the BBCFA hoist and dock license. The legal consultant also prepared contracts for two new consultants: one for office administration and bookkeeping, and another for a marketing consultant. Additionally, the legal consultant completed and submitted the required State paperwork for the LLC renewal, and participated in meetings with fishermen and the CFA Board to keep the project moving.

- Stephanie Webb, a sustainability and business development consultant, was hired to ensure financial and operational sustainability of the business. She is involved with developing new markets, acquiring necessary equipment, training the manager, managing finances regarding sales and establishing prices paid to fishermen and negotiating price with buyers. In lieu of our newly hired manager quitting these consultants have ramped up participation to ensure goals of the project and CFA continue to be achieved and document progress.
- Sloat Design is a consultant as well. They bring forth design and marketing expertise to gain visual momentum in the marketplace.

6. Have you publicized any results yet? NO, but we have developed marketing materials, social media accounts and a website.

- i. If yes, how did you publicize the results?
- ii. To whom did you publicize the results? Fishermen, consumers, advocates.
- iii. How many stakeholders (i.e. people, entities) did you reach? 167 followers on Facebook.

7. Have you collected any feedback thus far about your work? YES

- i. If so, how did you collect the information? Stakeholder and board meetings.
- ii. What feedback have you collected thus far (specific comments)? Generally the community is happy having alternative market options, however, some feel its role has caused strife for the existing buyers.
  - a. We also collected board feedback for the logo, website and marketing materials.

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**; *Any income generated was paid directly to the fishermen and not to the CFA as income.*

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. We have hired a part-time administrative assistant that is based in Bodega Bay. She has been very helpful. We also hosted a crab feed where we sold 121 tickets and served 345 pounds of crab. This event built social capital among community members and within the CFA. The dynamics of who is unloading at the dock is ever changing, but we are stable and hopeful. We also have marketing collateral that bolsters community and CFA relationships.

- b. Fishing is very unpredictable. For example, the 2016 crab season was delayed as a result of domoic acid. This occurred just as BBCFA's hoist and marketing manager were set to begin operations. The delay meant we could not pursue local markets and attracting new buyers as planned. The lack of product coming over the new dock was unprecedented and caused a major delay in project momentum. Not having a manager stifled tasks for a couple months and discouraged Board members. Social capital is getting stronger within this quarter. Losing momentum with staff and product has hindered but not stifled our ability to maintain new markets. Processing is a hurdle for direct consumer markets. We are looking into this for upcoming goals. BBCFA has been working with a local seafood buyer, Zach McGowan, who stepped in when the manager quit to do offloading operations from the CFA hoist. To date, we are continuing work with him to do all CFA unloading, and contractors and part-time staff have resolved daily activities.
      - c. Also, the county increased their rent fees, which has infringed on our MOU partner. We also lost our accountant and Sonoma experienced tragic fires. Nonetheless, tasks are moving forward. Comprehensively, we have experienced several surprises in this process (i.e. a delayed crab season in 2015-2016, a mute salmon season, changes in Board members).
- ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:
  - a. Most of our goals were achieved, but as a result of contracting with a third party to run the hoist, connections to low income markets suffered. We did provide off-the-boat sales of fresh albacore tuna, which provided affordable high protein to several local, low income customers, but wholesale to wholesale accounts were not discovered.
- 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:
  - a. Regular bookkeeping, receipts, timesheets and to-date budgets are essential. Online tools for distribution, consumer surveys and payroll help maintain metrics. Having a monthly board and staff meeting continues to monitor and achieve metrics of success as well as celebrate the success we've achieved. It is also a good tool for accessing the work-impact ratio associated with separate programs. Such evaluation is vital for strategic planning and overall business growth.

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.
- **Job creation and preservation** – USDA enabled use to hire Laurin Edwards, our first FTE Administration Manager. Her employment slingshotted membership (fishermen) communication, which continues to snowball into greater revenues, customer relationships, and supporting more local fishermen. USDA enabled use to maintain ownership of waterfront property vital to seafood production that would otherwise be monopolized by global players, thereby reversing systemic causes of low producer wages, consolidation and concentration of the food system, marginalized consumers and mislabeled seafood.

- **Marketing and Identity** – I am happy to report that because of support from USDA, we have a completed logo, group identity, social media, website and informational brochure. Expanding consumer knowledge and fishermen awareness of collaboration is critical to our continued growth and maintaining our value proposition of supporting local fishermen.