

**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.

Report Date Range: <i>(e.g. September 30, 20XX-September 29, 20XX)</i>	April 1, 2015 – August 31, 2015
Authorized Representative Name:	Richard T. Zink
Authorized Representative Phone:	716-945-5301
Authorized Representative Email:	rzink@southerntierwest.org
Recipient Organization Name:	Southern Tier West Regional Planning and Development Bd.
Project Title as Stated on Grant Agreement:	Feasibility Study for Local Meat & Poultry Processing Facility
Grant Agreement Number: <i>(e.g. 14-LFPPX-XX-XXXX)</i>	14-LFPP-NY-0134
Year Grant was Awarded:	2014
Project City/State:	Allegany, Cattaraugus, Chautauqua Counties in New York State
Total Awarded Budget:	\$24,750

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: _____

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. 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: *Competitive procurement and engagement of consultant through nation-wide RFP process*
 - a. Progress Made: *Completed, secured Kitchen Table Consultants*
 - b. Impact on Community: *Appropriately qualified consultants with expert industry knowledge performed in-depth research and analysis that informed a valid final report.*
 - ii. Goal/Objective 2: *Feasibility study produced*
 - a. Progress Made: *Completed*
 - b. Impact on Community: *The final report, "Southern Tier West: The Invigoration of Local Livestock and Processing Industries," will be officially released to the general public by mid-October 2015. Advance copies of the report and recommendations have been released to the direct stakeholders, regional agriculture and development leaders, and participants in the assessment portion of this project. The action steps that Kitchen Table Consultants recommend are based on their research and analysis and can be acted on by a number of entities, organizations, and units of government. The assumption for this project was a supposed need for a new centralized animal processing facility to serve the region's meat animal producers, a strongly asserted need expressed by the region's cohort meal producers. The due diligence exercised by Kitchen Table Consultants in following through with participants involved in their distinct roles in the regional meat supply led them to develop relationships with the processors (slaughter houses) that had not previously been forged by Southern Tier West. Using several different economic models, Kitchen Table Consultants concluded: "There is excess processing capacity in this region, however there are bottlenecks as a result of lack of alignment between farmer and processors, different processing needs of local meat producers, and seasonal trends. The bottlenecks should be addressed in two ways:
 1. *There is an opportunity for processors to incentivize farmers to finish animals at various times of the year, just like many seasonal businesses alter their pricing during the slow season, and*
 2. *There is also an opportunity to educate farmers on techniques to shift their seasonal cycles.**
 - iii. Goal/Objective 3:
 - a. Progress Made:
 - b. Impact on Community:
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.

None of these items are applicable. This project was an assessment/feasibility project designed to produce a feasibility report as the output deliverable. Future outcomes will be derived as Southern Tier West or our constituents choose to initiate some or all of the recommended action steps.

- i. Number of direct jobs created: N/A
- ii. Number of jobs retained: N/A
- iii. Number of indirect jobs created: N/A
- iv. Number of markets expanded: N/A
- v. Number of new markets established: N/A
- vi. Market sales increased by \$insert dollars and increased by insert percentage%.
- vii. Number of farmers/producers that have benefited from the project: N/A
 - 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?
Although the intended output of this project was the production of an assessment/feasibility report, the work performed by Kitchen Table Consultants developed new relationships the region's animal slaughter and processing houses, which Southern Tier West had not previously established. We can continue to develop these relationships especially since many of KTC's recommendations suggest that we provide direct and targeted technical assistance to this group of businesses.

4. Discuss your community partnerships.

- i. Who are your community partners?
Community partners include nearly 60 meat animal producers in the project service area, Extension agents, food system developers, slaughter facility operators, retail/wholesale buyers, economic development professionals
- ii. How have they contributed to the overall results of the LFPP project?
This project was a comprehensive assessment/feasibility effort that involved interviews, research and data collection with hundreds of partners. This project could not have been implemented or completed without the information and data contributed by the partners. Southern Tier West was able to attend many of the interviews and baseline data collection meetings conducted between Kitchen Table Consultants and the various partners mentioned above and can attest to the candid exchange of information, the willing participation with the consultants, and interest in the final results and recommendations put forth by Kitchen Table Consultants.

How will they continue to contribute to your project's future activities, beyond the performance period of this LFPP grant?

Most of the partners for this project could also be potential beneficiaries for each of the recommended action steps that are implemented. The final report suggests a multi-year phased approach to building working relationships between meat animal producers and the region's meat processors, develop training and technical assistance opportunities for both sectors, develop consumer/wholesale markets and supply chains, afford access to low- or no-cost working capital, and more. As phased implementation occurs, partners must participate in the development of many of these elements and also take

responsibility for maintaining linkages and supply chain connections that are developed through Southern Tier West's facilitation.

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

As mentioned, Southern Tier West issued a nation-wide RFP for consultant bids and awarded the project contract to Kitchen Table Consultants, based in the greater Philadelphia, PA area. The KTC team consists of a team of consultants with backgrounds and areas of expertise in all the diverse elements of food system development, sustainable agriculture, farm system planning, production and marketing, and more. One of the reasons that STW chose Kitchen Table Consultants was based on their previous work with the Philly Cow Share program and the expertise that several of their team members have with meat animal processing and consumer direct meat supply chain development. Kitchen Table Consultants did not have to spend valuable project time researching the consumer direct meat animal production and processing industries since they already held that knowledge base among their team. This allowed them to readily deploy their research, travel to the project area and spend considerable time in face-to-face interviews, and to quickly open communications among all of the project's partners. Kitchen Table Consultants were highly efficient in utilizing the fairly brief project timeline and completed all work on or before agreed upon deadlines. The final report is highly customized and was not built on a template format or overly generalized. From the style and content of their consultancy bid to the draft version of the final report, Southern Tier West is extremely satisfied with the work performance and final analysis performed by the team from Kitchen Table Consultants.

6. Have you publicized any results yet?*

If yes, how did you publicize the results? The final report: "Southern Tier West: The Invigoration of Local Livestock and Processing Industries," is a comprehensive 100+ page report. We released a draft final version to several key stakeholders and asked for their review of the content and list of suggested edits. The edits have recently been submitted to the consultants who are subsequently working with the publication's graphic designer to incorporate the suggested changes. The final version will not differ in any significant manner in content, analysis, or final recommendations, but rather in several format changes. Once the edits have been incorporated into the final version, the full report will be available for access and download from Southern Tier West's organizational website (southerntierwest.org) and from our local food program affiliate site: Fresh Local WNY (freshlocalwny.org).

- i. To whom did you publicize the results?

As stated, the draft version of the final report has been reviewed for edits; the full final version is expected for release mid-October 2015 to the general public. Southern Tier West intends to release the report with a media event to gain press coverage that will promote the conclusion of this project and the availability of the report and results to the general public.

- ii. How many stakeholders (i.e. people, entities) did you reach?

The report will be available on two websites so the potential number of stakeholders reached will be impossible to measure.

*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?

We did not collect feedback or survey participants to assess the work conducted by Kitchen Table Consultants or Southern Tier West. We fully expect to receive commentaries once the final report is publically released and will address each as we receive them.

- i. If so, how did you collect the information? *Not applicable*
- ii. What feedback was relayed (specific comments)? *Not applicable*

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. 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).

Overall, we would continue to highly recommend any organization seeking bids for consultant work to execute a wide area broadcast such as what we did. Our RFP went national and viral on several listservs which not only raised awareness of what we were embarking on in western New York State but also generated a wide diversity of proposals from consultants from all parts of the nation. This validates the benefit of choosing a consultant that holds expert knowledge in the industry or with the sectors involved in the project.

- ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:
Not applicable – all goals and outcome measures were achieved

- 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:

No significant lessons learned in the administration of this project; Southern Tier West routinely administers grants and projects of similar or larger efforts

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 final report suggest a series of action steps and activities to forge two-way communications between meat animal producers and meat processors as well as suggested development of a series of educational trainings and resource assistance funds. As Southern Tier West has demonstrated in other similar projects, the consultant suggestions will be thoroughly considered and will inform our program's goals and objectives for ongoing local food system development and discrete projects.

- 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?
As outlined in the final version of "Southern Tier West: The Invigoration of Local Livestock and Processing Industries," the consulting team has compiled a set of recommendations for next steps and activities. Southern Tier West will incorporate many of the suggested strategies at various phases in our ongoing food system development work.