

# FARMERS MARKET AND LOCAL FOOD PROMOTION PROGRAM

## 2021 PROJECT NARRATIVE FORM AND INSTRUCTIONS

This form is mandatory. Thoroughly review the applicable Farmers Market Promotion Program (FMPP) or Local Food Promotion Program (LFPP) Request for Applications (RFA) before completing this form. This form must be converted to PDF and attached to the application package within Grants.gov.

### 1. Applicant Organization

Must match box 8 of the SF-424.

Name: Oregon Coast Visitors Association, Inc (OCVA)

Email: director@thepeoplescoast.com

Phone: 541.263.0543

Fax: N/A

Mailing Address: PO Box 940 Tillamook, OR 97141

### 2. Authorized Organization Representative (AOR)

This person is responsible for signing any documentation should the grant be awarded. Must match box 21 of the SF-424.

Name: Marcus Hinz

Email: director@thepeoplescoast.com

Phone: 541.264.0543

Fax: N/A

Mailing Address:  Check if same as above

### 3. Applicant Entity Type

Select each applicable entity type as defined in Section 3.1 of the RFA. If your organization is a State Agency Regional Farmers Market Authority, you must provide the regulatory statute(s) that identify your agency as that entity type.

Agricultural Business or Cooperatives

Public Benefit Corporation

Community Supported Agriculture (CSA) Network or Association

Regional Farmers Market Authority

Economic Development Corporation

State Agency Regional Farmers Market Authority (Indicate Regulation Below):

Food Council

\_\_\_\_\_

Tribal Government

Local Government

Nonprofit Corporation

Other (Specify Below):

Producer Network or Association

\_\_\_\_\_

### 4. Project Activity Category

Identify all the activity categories that fit your project.

Aggregation

Marketing and Promotion

Agritourism

Processing

Farm to Institution

Farmer Recruitment and Retention

Food Safety

Infrastructure

- Production Diversification /Expansion
- Organic
- On-Farm Food Waste
- Season Extension
- Training and Education
- Transportation and Distribution
- Value-added Production
- Other (specify below): \_\_\_\_\_

5. **Project Title** (Provide a descriptive title. *Must match box 15 of the SF-424.*):

**Capturing Value by Keeping Local Seafood Local: Expanding Regional Distribution Networks and Support for Seafood and Aquaculture Producers on the Oregon Coast.**

6. **Grant Application Project Type** (Described in Section 1.3 of the RFA)

**FMPP:**

- Capacity Building (CB)
- Community Development Training and Technical Assistance (CTA)

**LFPP:**

- Planning
- Implementation

7. **Requested FMLFPP Funds**

*Insert the total amount (\$) of Federal funds requested. This must match the total amount requested on Line 18a. Estimated Federal Funding of the SF-424.*

**\$735,200.00**

8. **Matching Funds**

*Applicant must provide a 10% or a 25% match on the total Federal portion of the grant. This must match the total amount requested on Line 18b Applicant Funding of the SF-424. See Section 3.4 of the RFA for more information.*

**\$217,000.00**

9. **Does the proposal address a Priority Area as described in Section 1.4 of the RFA?**

*See instructions on how to determine priority eligibility at **Error! Reference source not found.** at the end of this form.*

Yes  No

**1. Project Implementation Physical Address**

*Enter up to three addresses where this project will be implemented. If you are requesting consideration as a priority area, enter the [Food Access Research Atlas](#) Low Income/Low Access (LI/LA) Census Tract number. For detailed instructions, see [Qualifying for Priority Consideration](#) at the end of this form.*

| # | Address   | LI/LA | LI/LA Census Tract # (if applicable) |
|---|---|-------|--------------------------------------|
| 1 | Local Ocean Seafoods – Restaurant and Seafood Buying/Processing<br>213 SE Bay Blvd, Newport, Oregon 97365 |       |                                      |
| 2 | Local Ocean Seafoods - Dock Box Annex<br>1231 Se Bay Blvd, Newport, Oregon 97365                          |       |                                      |

## EXECUTIVE SUMMARY

*In 250 words or less, describe the project’s need, purpose, goals, and expected outcomes. This summary will be made available to the public.*

On the Oregon Coast, a strategic alliance of community food system and economic development partners have identified local seafood businesses who demonstrate a need to expand operations and cultivate new markets to meet regional demand and increase business viability in response to the COVID-19 pandemic. This project's goal is to improve income and economic opportunity for local producers' jobs, and to strengthen our regional capacity to capture more value from locally produced foods.

Pre-COVID, producer surveys conducted in our region had shown an imperative for shortening supply chains to meet an increasing market demand for local food. Replacing non-regional with locally produced food products creates an economic multiplier for these goods, but our region lacks sufficient infrastructure and coordination to ensure local products are sold here instead of products from abroad.

Nearly a decade of highly collaborative food system assessments and planning have revealed new public-private partnership opportunities and community collaboration to expand mid-tier value chains and increase availability of local foods.

This project will implement route optimization, backhaul opportunities, aggregation and cold storage development, strategic region-to-region coordination and application of technical assistance to help producers scale.

This project focuses on three objectives: 1) ADD VALUE to locally harvested seafood and aquaculture products through support of the newly emerging Newport Ocean Cluster project, 2) INCREASE AVAILABILITY of local seafood and aquaculture products by coordinating Regional Distribution Networks and Market Channels in collaboration with the Oregon Food Hub Network, 3) STRENGTHEN CAPACITY of food system partners to cultivate the regional economy.

## ALIGNMENT AND INTENT

Describe the specific issue, problem, or need that the project will address in relation to the Statutory Language found in the RFA in Section 1. Answering this question should clearly justify the project's objectives and approach, and not just provide the associated statistics. **You must articulate the reason behind the** selected local or regional food system development effort.

Through investment in Oregon's emerging coastal network of collaborative food hubs, producers, and community partners, we can align regional food system efforts to improve livelihoods, prevent economic leakage, and create jobs in our region. The intent of this project is to provide tailored processing, aggregation, distribution and storage of local and regional food products, at a crucial time for Oregon Coast seafood and aquaculture producers. Through a series of producer surveys and interviews (2019-2021), our partners have identified producers and food businesses with a demonstrated interest and need in scaling their operations and cultivating new markets to increase their viability in response to the COVID-19 pandemic.

### Partner Alignment

For nearly a decade, OCVA and our strategic partners have been uniting around a Statewide vision to align Oregon's tourism industry for "*a better quality of life for all Oregonians*". This framework allowed our agency to embark on new pathways to support our rural coastal communities. What started years ago in the form of community engagement sessions to explore the impacts, benefits, and opportunities of increased visitation – has expanded into a rich dialogue with community leaders, business owners, and residents working toward "sustainable tourism" on the Oregon Coast. Development of the regional food system has been a high priority conversation with stakeholders (64% of 611 respondents) not only because agriculture, aquaculture, and seafood harvesting are traditional industries that form the

backbone of the region's cultural heritage, but also because food is consistently one of the primary spending categories for visitors (Dean Runyan, *Oregon Travel Impacts 1992-2018*).

Oregon's 363 miles of rugged, rural coastline consists of 7 counties, 29 incorporated cities, and 68 unincorporated villages - with the largest populated city having only 16,700 residents. Local food infrastructure such as processing, aggregation and storage, as well as wholesale buyers are spread sparsely across the region or even located in neighboring regions, creating major inefficiencies for producers – time on the road delivering product means less time on the water or on the farm.

COVID-19 put a halt to the annual \$800 million that visitors spend on food services (e.g. restaurants) and food stores and on the Oregon Coast. This is revenue our local restaurants, retailers and producers depend on. As the local economy rebuilds, our region can capture more value from the money spent by visitors on food each year, by replacing imported ingredients with local products in restaurants and food stores. To do this we need to increase local food supply, which requires strategic infrastructure investments across the region, mid-tier value chain development, technical assistance for producers, and more efficient distribution routes to increase connectivity and make local food easier to find and buy.

### **Emphasis on Seafood**

With a rural economy featuring small communities, predominantly lower income populations and struggling businesses, it is paramount that we support and grow the Oregon Coast's high protein seafood and aquaculture industry, and related small businesses.

Although our region supports many small farms and dairies, its topography and land use zoning (much of the area is timber land) limits the amount of land available for vegetable and livestock production; as well, our region forms Oregon's entire western border along the Pacific Ocean. Access to the ocean and estuaries make seafood and aquaculture products our region's unique and most valuable food proposition.

Oregon's commercial harvesters landed about 313 million pounds of fish and shellfish in 2018, about 75 pounds per Oregonian. Total harvests had a dockside value of \$173 million. Most of this was sold to processors and buyers, then exported; and some is sold to wholesalers, retailers, restaurants, and consumers (Oregon Employment Department). According to NOAA, "the United States imports about 75% of its seafood and nearly 50% of the imported seafood is produced via aquaculture". On-the-ground research through interviews and surveys (Columbia Pacific Economic Development District/Ecotrust) with wholesale buyers along the coast indicates that Oregon also imports most of the seafood consumed in our region, while at the same time exporting the seafood it landed, as described above.

Our region's North Coast Food System Collaborative features businesses and organizations with a strong commitment to building a more resilient food system and economy. Several partner farm, ranch and seafood businesses in our region have received USDA Value Added Producer Grants through the years to expand their operations, and in 2020, a partner project on the North Coast was awarded one of the first USDA Regional Food System Partnership grants in the country (RFSP "*Oregon North Coast Regional Food System Resiliency*" Project).

LFPP funding from the USDA will allow our experienced team and partners to effectively impact coast-wide challenges, by leveraging and expanding current work underway. This LFPP project will support the development, coordination, and expansion of direct producer-to-consumer marketing, local and regional food markets and enterprises, and value-added seafood and agricultural products on the Oregon Coast through three measurable objectives, discussed below.

**List objectives for this project.**

*The objectives must be related to addressing the issue(s), problem(s), or need(s) mentioned above and related to the project's approach and work plan. Add objectives as necessary.*

Over the past six years, OCVA and a collaborative of Oregon food system partners have conducted data and research including value chain assessments, food hub feasibility studies, economic impact reports, and other planning activities – all of which have contributed to the data informing the development of pilot training opportunities and producers, pilot home delivery systems for consumers, while making the case for development of a network of decentralized food hubs and infrastructure along the coast.

**As such, this project focuses on three primary objectives:****1.ADD VALUE to locally harvested seafood and aquaculture products through support of the newly emerging Local Ocean Cluster Incubator project to assist with COVID response and recovery efforts.**

*This project will benefit and encourage the development of value-added seafood and aquaculture products by supporting development of a Local Ocean's emerging Ocean Cluster Incubator Facility and Program in Newport, Oregon. Local Ocean Seafoods, a dockside restaurant and fish market in on the Central Coast, began a "Dock Box" meal kit program in 2020 as a way to mitigate impacts of COVID-19 on their business and keep their employees working. This program has proven successful and has quickly outgrown the restaurant facility, where seafood is purchased directly from fishermen and then processed and stored for restaurant and Dock Box use. Local Ocean has since leased another facility to handle packing and logistics for Dock Box program, which now delivers product into 5 metropolitan areas in neighboring regions (Portland, Eugene, Corvallis, Salem, and Bend), but needs additional cold storage and processing space to keep up with Dock Box's rapid growth and need access to more local seafood and aquaculture products to include in the kits.*

*This project will support the expansion of Local Ocean as an intermediary business as well as development of their Ocean Cluster Seafood Producer Incubator Program. Local Ocean, with support from OCVA, RAIN Oregon and the Oregon Food Hub Network, will develop this new coastal program that will investigate, design and secure wrap-around services for specialized business and product development support, including support for covering expenses incurred in obtaining or implementing food safety certifications. For the latter, OSU's Oregon Food Hub Network will help this project find and deploy surgical technical assistance solutions (such as product or facility HACCP plan development, or research and development assistance through OSU's Seafood Lab or Food Innovation Center) to local producers to support development of value-added seafood and aquaculture products. Oregon RAIN's Blue Economy Innovation Catalyst program will also help assist producers with making the connections they need to support this step.*

**2.INCREASE AVAILABILITY of local seafood and aquaculture products by coordinating Regional Distribution Networks and Market Channels in collaboration with the Oregon Food Hub Network.**

*This objective focuses on investigating and implementing more cost-effective means of transportation for food supply chains through backhaul, route optimization, and/or other operational efficiencies. Because product distribution (i.e. getting products to market) has been identified through ongoing food producer surveys as another primary barrier for producers in terms of increasing supply (more time on the road delivering raw or finished product means less time on the water, on the farm, or processing) our project team will also develop efficiencies in existing regional distribution routes. This aspect of the project will*

*also include support to expand existing and new Direct To Consumer market channels for locally produced food, cultivate new wholesale market channels, and develop an Oregon Coast aggregation/distribution Network.*

### **3. STRENGTHEN CAPACITY of food system partners to cultivate the regional economy through mid-tier value chain coordination**

*This objective will create a Project Coordination Team which will ensure that Objectives 1 and 2 above are in alignment with other regional work, with an emphasis on developing tools, techniques or practices that can be rapidly adopted by neighboring regions and beyond. A Regional Value Chain Coordinator will be hired to help develop the regional mid-tier food chain and increase coordination between Oregon Coast food system projects and those of neighboring regions. The Coordinator will help Project Team establish baseline metrics and track progress of other objectives and projects, in order to expand DTC and wholesale market channels as a part of the grant project workplan.*

#### **Who are the intended beneficiaries of this project and how many are there? How does the project specifically benefit farm and ranch operations serving local markets?**

The intended benefits of this project for producers and food business are multifaceted and aimed at the regions small to midsize fishers, farmers and ranchers generally making anywhere from \$50,000 to \$1,000,000 gross revenue annually. Producers at this size face unique and often shared challenges to managing their businesses, accessing markets, and increasing revenues. Often our producers at this size are well suited to selling into local and regional markets. They hold strong relationships with community members, while volumes of product purchased from buyers and margins derived on product sold are at an appropriate scale and provide fair returns. However, at this scale, our regional supply chains lack infrastructure and coordination. Often, each one of these producers are left up to their own individual devices to market their products, generate sales, and distribute goods, while also conducting on-farm/water activities and performing administrative duties. For many of our producers, navigating these various tasks becomes a barrier for them to scale their businesses and do what they do best, grow and harvest healthy local foods to feed our communities.

Through our partnership and project activities, we will work to relieve these barriers for our producers by supporting stronger supply chain services and assisting them in getting products to market. The project will assist this network by deploying new assets such as a regional value chain coordinator and project management team, a dedicated delivery driver and vehicle to begin creating more efficient linkages between regional distribution routes for local product, and cold storage and product aggregation sites to help increase availability of local food.

Coordinated distribution between sub-regions of the Coast currently does not exist and most cold storage (essential for highly perishable seafood products) are inaccessible to many producers because they are either fully leased (with a wait-list), controlled by large-scale private companies, or hundreds of miles away. Access to local or strategically placed delivery routes and aggregation sites equipped with cold storage will help them store, aggregate, process, deliver, market, advertise and sell their products to local markets and other immediately adjacent regions within 400 miles of the product's origin.

The Oregon Cluster incubator program will also directly serve many food business start-ups entering Oregon's growing Blue Economy, through specialized technical assistance, food safety planning, and access to new markets. The thousands of other beneficiaries include Oregon's residents, households,

schools and institutions, employees who will have improved access to nutrition-dense local proteins and vegetables, as well as out-of-state travelers who come to experience the Pacific Northwest and spend money on local food while visiting our local communities.

**What are the expected short-and long-term impacts to the beneficiaries of this project?**

*Specifically, the project should focus on the benefits to farm and ranch operations serving local markets.*

In the short term these new assets will allow producers to increase their food product yields and profit margins by giving them access to markets they did not previously have, and by allowing them to focus on their food production instead of being pulled out of their businesses to brand, market, sell and deliver their products.

In the long term the new cash flowing through producers' books will justify to lenders their own future investments in their own production capital and/or inspire cooperative organized investments between multiple producers to store, process and move their products within local markets. As a result, these efforts will improve employment opportunities with more sustainable wages, worker retention and reduced seasonal volatility.

## TECHNICAL MERIT

Over the last six years, OCVA, along with strategic food system partners: Columbia Pacific Economic Development District (Col-Pac), Oregon State University (Extension services including Oregon Sea Grant and Center for Small Farms), NGOs, State and Coastal Tourism Destination Management Organizations, 14 coastal Port Districts, and Small Business Development Centers, has worked steadily to increase the capacity and market reach of our agriculture and seafood producers. The resulting North Coast Food System Collaborative is a working group that works closely with other emerging food system peer learning networks across the state to solve complex issues surrounding barriers to keeping more local food local for the health and economic benefit of our local communities.

Our collaborative work has revealed a multi-tiered, phased approach. With first phase producer surveys, feasibility studies, economic impact studies and value chain initiatives complete on the North Coast and food system pilot projects underway, this project extends that knowledge and community insight to support seafood and aquaculture production on the Central and South Coast as well. Public-private partnerships between local food producers, businesses will link regional projects through distribution and resource networks as those projects emerge in real time over the next three years to support Oregon's coastal food system and producers.

### Work Plan

| Objective:<br><i>Include the objective this activity will be tied to</i> | List and describe each planned activity:<br><i>Include the scope of work and how it relates to the project objectives</i>  | Anticipated completion date:   | Required resources:<br><i>For completion of each activity</i>                          | Milestones:<br><i>For assessing progress and success of each activity</i>   | Who will do the work?<br><i>Include collaborative arrangements or subcontractors</i> |
|--|--|--|--|---|--|
| Obj. 1<br>Add Value  | Activity 1. Support local food producers and Local Ocean Dock Box/Newport Ocean Cluster expansion by leasing interim cold storage and workspace to support expanded wholesale purchasing, processing, product and market development for value-added products. | 2021-2024: Lease space and implement waste reduction strategies to capture more value from local seafood products. | Value Chain Coordinator<br><br>Cold Storage<br>Dry Storage<br>Workspace                | Milestone 1: Onboard Cohort/participants into workspace.<br><br>Milestone 2: Successfully recruit users for cold and dry storage. | Local Ocean Owner<br><br>Value Chain Coordinator                                     |
| Obj. 1<br>Add Value  | Activity 2. Develop Ocean Cluster incubator program model and secure wrap-around services for specialized business and product development support, including support for covering expenses  | 2021-2022: Identify and onboard Ocean Cluster incubator participants.<br><br>2022-2024: Implement                  | OSU Food Innovation Center, OSU Seafood Lab, and other technical assistance providers. | Milestone 1: Confirm focus areas and goals for initial incubator participant (i.e. new  | Local Ocean Owner<br><br>Ocean Cluster Project Manager                               |



|                                 |  |  |  |  |  |
|---------------------------------|--|--|--|--|--|
|                                 | incurred in obtaining or implementing food safety certifications   | Product, Concept, and Market R&D through Ocean Cluster<br><br>2021-2024: Coordinate facilitated opportunities and events to foster network connections and wholesale buyer relationships.  | Workspace<br>Computers and printers.<br><br>Presentation Equipment.<br><br>Office Chairs and Tables.<br><br>Highspeed Wifi | products or businesses for expansion)<br><br>Milestone 2: Program growth<br><i>Y1: 4 Incubator participants</i><br><i>Y2: 6 additional Incubator participants</i><br><i>Y3: 12 additional Incubator participants</i> |  |
| Obj. 1<br>Add Value             | Activity 3. Report on grant activities to USDA as well as local stakeholders and partners.   | 2021:<br>Build out reporting metrics and platforms<br><br>2021-2024:<br>Ongoing throughout project.  | Project Team<br><br>Web developer and website domain name<br><br>Project Management Software.                              | Milestone 1: Website and reporting platform established<br><br>Milestone 2: Annual and final project reporting complete.   | Project Team Members and Key Staff<br><br>Grant Administrator (OCVA)   |
| Obj. 2<br>Increase Availability | Activity 1. Investigate more cost-effective means of transportation for food supply chains through backhaul, route optimization, networking software, or other operational efficiencies between existing seafood and agricultural producers and local food distribution partners | 2021 – 2022 and ongoing:<br>Develop and implement engagement process to recruit and retain new distribution network partners<br><br>2022-2024:<br>Refine and implement more cost-effective means of transportation and logistics | Value Chain Coordinator<br><br>Cold Storage<br>Dry Storage<br>Delivery Driver<br>Delivery Van                              | Milestone 1: Finalized Distribution Planning.<br><br>Milestone 2: Deploy new distribution plan.  | Value Chain Coordinator<br><br>Local Ocean Owner<br><br>Ocean Cluster Project Manager<br><br>Contracted Delivery Service |

|                                 |   |  |   |  |   |
|---------------------------------|---|--|---|--|---|
|                                 |   | between distribution network through investigation and lessons learned in Y1.                          |   |  |   |
| Obj. 2<br>Increase Availability | Activity 2. Coordinate and identify producers/projects and develop HACCP plans. This will support emerging regional micro-processing facilities and producers in need of immediate technical assistance to scale operations due to Covid-19 | 2021-2024:<br>Ongoing  | Identify Processing Facilities to Certify.<br><br>Facility Equipment In Place.<br><br>Training Materials and Manuals. | Milestone 1:<br>4 producers served in year one.<br><br>Milestone 2:<br>2 new facility HACCP plans complete to increase number of micro-processors on the Oregon Coast. | Value Chain Coordinator<br><br>Contractors (e.g. Northwest Food Services)                 |
| Obj. 2<br>Increase Availability | Activity 3. Coordinate wholesale/buyer network in collaboration with North Oregon Coast's Regional Food System Partnership project and OSU's Food Hub Working Group   | 2021-2022:<br>Coordinate with partners<br>2022-2024:<br>Facilitate regular communications with network | Value Chain Coordinator<br><br>Workspace<br><br>Computers and wireless  | Milestone 1:<br>5 Participants Engaged In Dialogue/ Collaboration.<br><br>Milestone 2:<br>7 Participates Secured and Sharing Data.                                     | Value Chain Coordinator in collaboration with Project Partners and regional collaborators |
| Obj. 3<br>Strengthen Capacity   | Activity 1. Hire Mid-Tier Value Chain Coordinator to facilitate regional food chain development between Oregon Coast communities/food system projects and neighboring regions   | 2021:<br>Coordinator Hired<br><br>2024:<br>Project reporting and sustainability plan complete.         | Value Chain Coordinator<br><br>Project Team Mobile Presentation Equipment.  | Milestone 1:<br>Coordinator Hired<br><br>Milestone 2:<br>4 Participating Partners.   | Grant Administrator (OCVA)  |

|                                  |  |   |   |  |   |
|----------------------------------|--|---|---|--|---|
| Obj. 3<br>Strengthen<br>Capacity | Activity 2. Shorten supply chains by coordinating and expanding processing and aggregation sites/services to increase connectivity between the Oregon Coast and neighboring metropolitan regions | 2021-2022: Secure Cold Storage and Aggregation capacity to create efficiencies in transporting local food products between regions<br><br>2022-2024: Continue to implement and report on activity and connect producers | Value Chain Coordinator<br><br>Cold Storage<br>Dry Storage<br>Delivery Driver<br>Delivery Van | Milestone 1: Cold storage and delivery van leases secured.<br><br>Milestone 2: Network of producers served is developed  | Value Chain Coordinator<br><br>Ocean Cluster Project Manager<br><br>Contractors         |
| Obj. 3<br>Strengthen<br>Capacity | Activity 3. Connect producers to business support such wholesale buyer networks, and service providers as networks are developed   | 2021-2024: Implement and report on activity and connect producers   | Value Chain Coordinator<br><br>Project Team   | Milestone 1: Network established<br><br>Milestone 2: 10 wholesale buyers and producers engaged                           | Value Chain Coordinator<br><br>Ocean Cluster Project Manager                            |
| Obj. 3<br>Strengthen<br>Capacity | Activity 4. Build website to host food system data to report on grant activities to partners as well as local stakeholders and community members. Complete USDA reporting for project.           | 2021: Build out reporting metrics and platforms<br><br>2021-2024: Ongoing throughout project.   | Project Team<br><br>Web developer and website domain name                                     | Milestone 1: Website and reporting platform established<br><br>Milestone 2: Annual and final project reporting complete. | Grant Administrator (OCVA)<br><br>Project Team Members and Key Staff<br><br>Contractors |

Have you received a past FMPP or LFPP grant award?

Yes  No

Have you submitted this project to another Federal grant program?

Yes  No

Are you a current Regional Food System Partnership (RFSP) recipient?

Yes  No

## ACHIEVABILITY

This section includes the outcome indicator evaluation plan.

### Outcome Indicators

Complete all applicable project Outcomes and Indicators with baseline and/or estimated realistic target numbers. If an outcome indicator does not apply, check N/A (Not Applicable) and briefly explain below the table why it is not applicable.

#### Outcome 1: To Increase Consumption of and Access to Locally and Regionally Produced Agricultural and **Seafood** Products.

| Indicator | Description  | Estimated number | N/A                      |
|-----------|--|------------------|--------------------------|
| 1.a.      | Total <u>number</u> of project beneficiaries/stakeholders reached  | 18,900           | <input type="checkbox"/> |
| 1.b.      | Of the total number that were reached, the <u>number</u> that reported buying, selling, aggregating, storing, producing, and/or distributing locally or regionally produced agriculture products | 90               | <input type="checkbox"/> |
| 1.c.      | Of the total number that were reached, the <u>number</u> that gained knowledge on how to access, produce, prepare, and/or preserve locally and regionally produced agricultural products         | 18,000           | <input type="checkbox"/> |

#### Outcome 2: To Increase Customers and Sales of Local and Regional Agricultural and **Seafood** Products.

For projects that do not already have a baseline of sales in dollars or an initial customer count, one of the objectives of the project must be to determine such a baseline to meet the requirement and to document the value of sales increases or percent change in customer count by the end of the project.

| Indicator | Description  | Estimated Number | N/A                      |
|-----------|--|------------------|--------------------------|
| 2.a.      | <b>Sales increased as a result of marketing and/or promotion activities during the project performance period.</b> |                  |                          |
|           | Initial (Original) Sales Amount (in dollars)   | \$780,000        | <input type="checkbox"/> |
|           | Estimated Final (Resulted) Sales Amount (in dollars)   | \$2,600,000      | <input type="checkbox"/> |
|           | Percent Change $((n \text{ final} - n \text{ initial}) / (n \text{ initial}) * 100 = \% \text{ change})$           | 233%             | <input type="checkbox"/> |
| 2.b.      | <b>Customer counts increased during the project performance period.</b>  |                  |                          |
|           | Initial (Original) Customer Count  | 150              | <input type="checkbox"/> |
|           | Estimated Final (Resulted) Customer Count  | 800              | <input type="checkbox"/> |
|           | Percent Change $((n \text{ final} - n \text{ initial}) / (n \text{ initial}) * 100 = \% \text{ change})$           | 433%             | <input type="checkbox"/> |

#### Outcome 3: To Develop New Market Opportunities for Farm and Ranch and **Seafood** Operations Serving Local Markets. Please provide estimated target numbers.

| Indicator | Description  | Estimated number | N/A                                 |
|-----------|--|------------------|-------------------------------------|
|           | Number of new and/or existing delivery systems/access points reached that expanded and/or improved locally or regionally produced product or service offerings |                  |                                     |
| 3.a.      | Number of Farmers Markets  | 10               | <input type="checkbox"/>            |
| 3.b.      | Number of Roadside Stands  |                  | <input checked="" type="checkbox"/> |
| 3.c.      | Number of Community Supported Agriculture and <b>Seafood</b> Programs  | 2                | <input type="checkbox"/>            |

|  |   |     |                          |
|--|---|-----|--------------------------|
| 3.d.   | Number of Agritourism and <b>Pescatourism</b> activities  | 6   | <input type="checkbox"/> |
| 3.e.   | Number of other direct producer-to-consumer market opportunities  | 5   | <input type="checkbox"/> |
| 3.f.   | Number of local and regional Food Business Enterprises that process, aggregate, distribute, or store locally and regionally produced agricultural products                | 15  | <input type="checkbox"/> |
| Of the local and regional farmers, <b>fishers</b> and ranchers, processors, aggregators, and/or distributors reached, the: |   |     |                          |
| 3.g.   | Number that reported an increase in revenue expressed in dollars  | 50  | <input type="checkbox"/> |
| 3.h.   | Number that gained knowledge about new market opportunities through technical assistance and education programs   | 50  | <input type="checkbox"/> |
| Number of careers, jobs, farmers or <b>fishing</b> operations that went into production                                    |   |     |                          |
| 3.i.   | Number of New careers created (Difference between "jobs" and "careers": jobs are net gain of paid employment; new businesses created or adopted can indicate new careers) | 3   | <input type="checkbox"/> |
| 3.j.   | Number of Jobs maintained/created   | 115 | <input type="checkbox"/> |
| 3.k.   | Number of New beginning farmers who went into local/regional food production  | 3   | <input type="checkbox"/> |
| 3.l.   | Number of Socially disadvantaged famers who went into local/regional food production  | 3   | <input type="checkbox"/> |

In response to the N/A Indicators: 3.b.—Our project is not focused on or directly connected to the few roadside stands in our region at this time.

**Outcome 4: To Improve the Food Safety of Locally and Regionally Produced Agricultural and **Seafood** Products.**

| Indicator | Description   | Estimated number | N/A                                 |
|-----------|---|------------------|-------------------------------------|
| 4.a.      | Number of individuals who learned about prevention, detection, control, and intervention food safety practices                                  | 40               | <input type="checkbox"/>            |
| 4.b.      | Number of those individuals who reported increasing their food safety skills and knowledge  | 40               | <input type="checkbox"/>            |
| 4.c.      | Number of growers or producers who obtained on-farm food safety certifications (such as Good Agricultural Practices or Good Handling Practices) |                  | <input checked="" type="checkbox"/> |

In response to N/A indicators: 4.c—This project is currently not focused on on-farm certifications, though we are prepared to help make those connections and deliver those trainings should they become a larger and more apparent need. 4a and 4b indicators include number of individuals we expect will receive seafood HACCP or other related food safety training as a part of this project.

**Outcome 5: To Establish or Expand a Local and Regional Food Business Enterprise.**

*Applicable to projects conducting a needs assessment (i.e. planning projects).*

| Indicator | Description   | Estimated number | N/A                                 |
|-----------|---|------------------|-------------------------------------|
| 5.a.      | For projects developing a plan to establish or expand a local and regional food business enterprise and conducting a needs assessment: Number of unmet consumer needs, barriers to local foods, unserved populations, etc. identified through the use of a comprehensive need's assessment. |                  | <input checked="" type="checkbox"/> |
| 5.b.      | Number of plans (business, economic, feasibility) developed based on a comprehensive needs assessment.  | 6                | <input type="checkbox"/>            |
| 5.c.      | Amount of non-Federal financial, professional, and technical assistance measured in dollars secured as a result of the developed plan(s)  |                  | <input checked="" type="checkbox"/> |

In response to N/A indicators:

5.a.—We are not conducting a needs assessment at this time. These assessments were conducted on the North Coast in 2019 and 2020. We are intending to replicate success, lessons learned, and extend relationships from the North Coast into Central and South Coast, and neighboring regions.

5.c.—At this time we are uncertain of the dollars to be secured as a result of plans developed. Once the plans are in place and developed, we will be well suited to make an estimate for this indicator.

**Outcome 6: To Increase Capacity, Efficiency, Sustainability and Resiliency of the Oregon Coast Regional Food System.**

*All applicants must identify at least one additional outcome and indicator based on relevant project activities not covered above.*

*Project Specific Outcome Indicator(s)*

| Indicator | Description  | Estimated number  |
|-----------|--|---|
| 6a.       | Total number of relevant partners engaged, including those representing diverse, non-traditional eligible entities and eligible partners   | 25% increase  |
| 6.b       | Increase in the ratio of locally-sourced food purchase vs purchases from outside the region  | 25% increase in locally-sourced                                 |
| 6.c       | Increase aggregation and distribution of locally-sourced food  | 25% increase in dedicated aggregation and/or cold storage space |
| 6.d       | Amount of non-Federal financial, professional, and technical assistance measured in dollars secured as a result of partnership activities. | \$250,000   |

## Outcome Indicator Measurement

For each completed outcome indicator, describe how you derived the numbers, how you intend to measure and achieve each relevant outcome and indicator, and any potential challenges to achieving the estimated targets and action steps for addressing them.

| Outcome and indicator #<br><i>I.e., 3.i., 6.a., 6.b.</i> | How did you derive the estimated numbers?<br><i>I.e., documented background or baseline information, recent research and data, etc.</i> | How and when do you intend to evaluate?<br><i>I.e., surveys, 3rd party assessment</i>                | Anticipated key factors predicted to contribute to and restrict outcome<br><i>Including action steps for addressing identified restricting factors</i>  |
|--|---|--|---|
| 1a.  | Based on planned food industry education and training event, social media campaigns and on-line marketplace sales.                      | These numbers will all be gleaned from evaluation techniques described in the related sections below | As this metric is grounded in various other metrics, these results are dependent upon the contingencies and factors described in those indicator sections.  |
| 1b.  |   | These numbers will all be gleaned from evaluation techniques described in the related sections below | As this metric is grounded in various other metrics, these results are dependent upon the contingencies and factors described in those indicator sections.  |
| 1c.  |   | These numbers will all be gleaned from evaluation techniques described in the related sections below | As this metric is grounded in various other metrics, these results are dependent upon the contingencies and factors described in those indicator sections.  |
| 2.a  | These are baseline numbers provided by Local Ocean Dock Box program sales.  | Annual review of sales records.  | <p><b>Contributing Factors:</b> -Continued promotion of the program.<br/>- Continued development of the physical infrastructure supporting these programs.</p> <p><b>Restricting Factors:</b> Continued fluctuations and difficulties due to COVID-19 pandemic. To be mitigated by continuing to develop other online marketplaces and delivery services.</p> |
| 2.b  | These are baseline numbers provided by Local Ocean Dock Box program sales.<br>Estimated 100-200   | Track the number of orders or sales for each unique ordering period. Review total annually.          | <b>See 2.a.</b>   |

|     |  |  |  |
|-----|--|--|--|
|     | orders/week or \$10,000-\$25,000 per week.   |  |  |
| 3.a | Target: 10 coastal farmers markets engage in this project to report metrics.   | Track engagement of the agriculture/seafood producers in markets. Track number of technical assistance and infrastructure programs that benefit the markets, annually.                             | <p><b>Contributing Factors:</b></p> <ul style="list-style-type: none"> <li>- Meaningful and relevant work conducted by the partnership and contractors.</li> </ul> <p><b>Restricting Factors:</b></p> <ul style="list-style-type: none"> <li>- Other farmers markets do exist in the region, however we are limiting the number tracked to those most likely to engage based on past participation. To be mitigated by implementing our tiered partnership approach and growing the number of entities engaged in this work.</li> </ul>  |
| 3.c | Count the number of CSA and CSF partners in the region   | Track CSA/CSF engagement with partners, technical assistance opportunities, and continued sales in collaboration with current marketplace programs.  | <p><b>Contributing Factors:</b></p> <ul style="list-style-type: none"> <li>-CSA programs have found good partnerships with marketplace programs. By using the physical marketplace as drop locations and/or selling into the marketplace with additional products.</li> </ul> <p><b>Restricting Factors:</b></p> <ul style="list-style-type: none"> <li>-CSAs selling out of shares, so they can no longer sell into the marketplace. Mitigated by continued partnership with using physical marketplaces as drop locations, providing CSA with technical assistance to help them grow, and marketplaces having diversified producer partners to ensure they can provide a diversity of products.</li> </ul> |
| 3.d | We counted 6 activities that will be supported by project partners and contractors (3 Oregon Coast Food trails and 3 agritourism/food hub event venues). | Track the number of activities implemented annually. (Projected Number does not include past events that are temporarily suspended due to COVID such as OSU's Shop at the Docks educational tours. | <p><b>Contributing Factors:</b> These are events to be led and supported by a variety of our partners and have strong backing/support to be implemented.</p> <p><b>Restricting Factors:</b> COVID 19 may limit the number of people or vendors who can attend on-site events. As well, the events may potentially be canceled or postponed. To be mitigated by following COVID-19 protocols.</p>   |



|     |   |  |  |
|-----|---|--|--|
| 3.e | The number of new vendors who will benefit from collaborating and going to an online digital producer to consumer sales platforms or sharing their data.  | Through analyzing a vendor list, create a baseline of businesses selling via online sales, reanalyze vendors selling products online in 2024.                  | <p><b>Contributing Factors:</b> Support services provided by partners to businesses to create online sales platforms.</p> <p><b>Restricting Factors:</b> Producers having the skill set to use digital technologies effectively. To be mitigated by creating an “on-boarding process” for those wishing to use collaborative marketplace sales platforms.</p>  |
| 3.f | We are including the number of businesses who are currently providing these services at least a small scale and have shown energy and interests in scaling operations or improving services for locally produced product. | Track the number of businesses engaged in this work. Through surveys, changes will be tracked at project completion.   | <p><b>Contributing Factors:</b> Partners will engage with businesses across the supply chain through technical and procurement assistance. As well, they will be invited to engage with the work through our tier partnership system.</p> <p><b>Restricting Factors:</b> COVID 19 may limit the number of people or vendors who can stay in operation. Related stressors may limit participation in collaborative partnership meetings. To be mitigated by allowing via virtual participation in partnerships and being respectful/sensitive to partners priorities when planning technical and procurement assistance activities.</p>   |
| 3.g | We are estimating that 75% of the businesses working with our project partners will report increased revenues in 3 years time.  | In 2024, Businesses working with project partners will be engaged through meetings and simple surveys to self report on gained revenues between 2021 and 2024. | <p><b>Contributing Factors:</b> - Businesses engaged in these activities are learning more, and are developing networks, and likely to grow their revenue during this time.</p> <p><b>-Restricting Factors:</b> Markets can change local markets, global and local events (like natural disasters, pandemics, and family emergencies) can affect our producers, their employees, and our local products and markets. Mitigate against the many unknown factors that could keep producers from growing revenues, our partnership is well connected to a host of service providers and food systems professionals that can be brought in to support farmers for unforeseen and unique circumstances.</p> |
| 3.h | This is a baseline number of farmers, ranches, and fishers that are actively engaged in various   | Annually track the number of unique businesses engaged in Dock Box or other aggregator sales programs or intermediary sales channels                           | <p><b>Contributing Factors:</b> - Businesses engaged in these activities are learning more, and are developing networks, and very likely to learn of new market opportunities.</p>   |

|     |  |   |   |
|-----|--|---|---|
|     | programs and activities described in this work.  |   | <b>-Restricting Factors:</b> Schedules, natural cycles creating busy growing/harvesting seasons, and erratic schedules for participation and full engagement. Mitigated by ensuring programming for providing technical assistance portions are conducted in alignment with producers schedules.  |
| 3.i | This a baseline estimate of New Careers or New businesses created during this project timeline or due to this project.   | Annual surveys with project partners and producer networks.   | <b>Contributing Factors:</b> - Difficult to estimate new producers or businesses coming on-line due to cost of entry barriers.<br><b>-Restricting Factors:</b> Producer surveys (dock workers) indicate that many “crew” would like to own their own business, but are limited by capital, time and business knowledge restraints. Schedules, natural cycles create busy growing/harvesting seasons, and erratic schedules for participation in new business development and full engagement. This is to be mitigated by working closely with fishing community to identify best times to schedule trainings/workshops/opportunities to engage. |
| 3.j | This is a baseline number of farmers, ranches, and fishers that are actively engaged in various programs and activities described in this work. These are maintained jobs. | Annually track the number of unique producers engaged in Dock Box, other aggregator businesses, and Fish Biz training events. | <b>Contributing Factors:</b> Businesses engaged in these activities demonstrate the desire to learn more, and are developing networks, and creating resilient businesses.<br><b>-Restricting Factors:</b> Schedules, natural cycles creating busy growing/harvesting seasons, and erratic schedules for participation and full engagement. This is to be mitigated by ensuring programming for providing market opportunities continues to be designed with the producers schedule in mind first.   |
| 3.k | This a baseline estimate of new producers or businesses created during this project timeline.  | Annual surveys with project partners and producer networks.   | <b>See 3.i</b>  |
| 3.l | This a baseline estimate of new producers or businesses created  | Annual surveys with project partners and producer networks.   | <b>See 3.i</b>  |

|     |   |   |  |
|-----|---|---|--|
|     | during this project timeline.   |   |  |
| 4.a | This is an estimated number of producers who will participate in HACCP and Recipe to Market training courses. Based upon similar courses provided on the Coast in past years. | This will be tracked by program attendance records for each activity.   | <p><b>Contributing Factors:</b> Strong service provider professionals/contractors can provide this training and our partnership has connections to them.</p> <p>- Support from a regional coordination contractor will help support success with events.</p> <p><b>Restricting Factors:</b> Schedules, natural cycles creating busy growing/harvesting seasons, and erratic schedules for participation and full engagement. This is to be mitigated by ensuring programming designed with the producers schedule in mind first. COVID-19 may force training opportunities to be conducted online.</p> |
| 4.b | This is an estimated number of producers who will participate in HACCP training courses.  | Increase in skills and knowledge will be self reported via survey after the completion of training session.   | <b>See 4.a</b>   |
| 5.b | Business plans developed through Ocean Cluster Incubator, OSU Programs, or other partner work.  | This will be tracked by issuing a completed report for each plan.   | <p><b>Contributing Factors:</b> Our partnership currently includes producers and food system businesses in developing assessments and plans. These plans will continue to be driven by the producers, which will make for strong and sound plans.</p> <p><b>Restricting Factors:</b> Plans are limited in scope or in design. This will be mitigated by having a review process and ensuring that plans are developed with strong for-profit, non-profit, public, and private engagement.</p>  |
| 6.a | Project partners were counted by the number of businesses (For profit and non-profit) that have become engaged in collaborative food system activities (list available).      | <p>-Project partners will be tracked by the number of businesses and agencies that actively participate in program activities and work with partners to create new collaborative opportunities.</p> <p>-Attendance at partnership meetings will be logged to track participation.</p> | <p><b>Contributing Factors:</b> Our partnership has been ongoing and growing for over six years. Our partners are dedicated to seeing this coordinated effort expand.</p> <p>- The Oregon coast is dependent on its natural resources and health ecosystems. As such this work will continue to be a priority and important for the long-term.</p>   |

|     |  |  |  |
|-----|--|--|--|
|     |  |  | <b>Restricting Factors:</b> Keeping clear communications, ensuring open transparent collaboration is occurring, and maintaining a shared vision.   |
| 6.b | Estimate based on current work being done by Local Ocean procurement and North Coast Food System Collaborative                     | Baseline surveys at beginning of grant period, and survey annually.  | <b>Restricting Factor:</b> Uncertainty about the short-term economic future due to the pandemic could be a limiting factor.  |
| 6.c | Baseline survey/inventory will be completed at beginning of grant period.  | As new facilities are brought on-line, the inventory will be updated.  | <b>Limiting Factor:</b> Depending on what resources are available, cold storage may still be limited until new facilities are built.   |
| 6.d | This number is an estimate of how much funding we think may be procured from non federal sources because of this partnership work. | This number will be tracked through surveys and data collection during partnership meetings on a monthly or regular basis. | <b>Contributing factors</b> Our partnership has been ongoing and growing for over five years and we support each other with finding and creating fundraising opportunities to continue our important work.<br><b>Restricting Factors:</b> Maintaining interest from non-federal/community partners to fundraise for this work. |

## Potential Adaptation of Project by Others

*Discuss if and how this project can be adapted to other regions, communities, and/or agricultural systems.*

We consider our grant project's Goal and all of our Objectives, Activities and Outcomes to be necessary for a productive and profitable local seafood economy and value chain. Most components of our strategy should be highly adaptable to other coastal seafood and aquaculture communities along the East Coast and adjacent coasts of Washington and California. The basics of creating value added products, strengthening regional capacity and increasing availability of product through distributions are largely "product agnostic" with some exceptions for the nature of seafood industry.

Thus, the model we are creating should also be relevant and adaptable to agricultural systems and other producers generally. Our team would be willing and eager to share details of our successes. Our state-wide food hub network partners already receive periodic updates regarding the status our coastal food system, and we will continue to engage with them throughout and beyond the lifespan of this project. Our close collaboration with the nationally operated Local Catch Network (Maine, USA) will allow for the rapid dissemination of successes related to our grant project. Finally, a new publicly accessible industry website call OregonCoastFoodVision.org will be created to permanently display project goals, objectives, activities as well as progress toward our metrics/outcomes progress to facilitate boarder stakeholder communications.

## Dissemination of Project Results

*Describe how you will disseminate project's results (positive and negative) to similar organizations, stakeholders, and others that may be interested in the project's results or implementing a similar project.*

**COMMUNICATIONS PLAN:** The Project Team will assemble a communications plan in Year 1 of the project to similar organizations, stakeholders, and others who may be interested in the project's results or implementing a similar project. The plan will include details, timeline and communication channels for all tiers of stakeholders identified below. This project will be constructed from the beginning to maximize communicate on with and rally the resources of our coast-wide network of 14 port districts, several coastal Food System NGO's, food hubs, numerous economic development agencies, dozens of coastal tourism agencies as well as our relationships with broader statewide and national networks such as the Oregon Food Hub Network, Oregon RAIN, SBA Small Business Development Centers, and Local Catch Network.

**PORTS:** Communication with Port Managers will be critical and operationally necessary for aquaculture projects to secure proper access to service and infrastructure. Respectively, elected port commissions will briefed annually via e-mailed written report on projects status and fully briefed in person during official port commission meetings on lessons learned upon project completion.

**ECONOMIC DEVELOPMENT DISTRICTS:** A minimum of annual written reports will be provided to the directors of all coastal economic development agencies via e-mail to ensure they are positioned to apply our successes in other areas and to have understanding of bigger picture seafood systems challenges and opportunities.

**OREGON FOOD HUB NETWORK:** Coastal food hubs are important avenues of distributing seafood directly to coastal residents. We believe our dissemination of real time project status to them will help them overcome challenges of aligning their operations with the cadence of seafood harvest, storage and processing and will require close collaboration between us. Our state-wide food hub network partners

already receive periodic updates regarding our coastal food system, and we will continue to engage with them throughout the lifespan of this project and beyond.

**CONSUMERS AND TOURISM PARTNERS:** As products come on-line, our coastal tourism agencies will be eager to acquire seafood product marketing assets to introduce visitors and residents to new seafood products. Seafood is coastal tourism “unique food proposition” and a high priority for culinary, cultural heritage and agritourism programming. As well, since many of our campaigns and projects are collaborations with other local organizations, many local Oregon residents follow us via traditional marketing channels, social media and digital newsletters to stay up-to-date with our work in the region.

**ENTREPRENEUR NETWORKS:** Finally, it is in the DNA of our project partner, Oregon RAIN to research and reapply effective entrepreneurial techniques for the benefit of start-up businesses and expanding product offerings of existing businesses. As a 501c3, Oregon RAIN’s mission to build an entrepreneurial ecosystem to support innovators in our region is very much aligned with our own food system work to date. We are eager to join efforts for greater impact with the goal of creating a more robust, regenerative, and resilient local food system.

## EXPERTISE AND PARTNERS

### Key Staff (Applicant Personnel and External Partner/Collaborators)

*List key staff, including applicant personnel and external project partners and collaborators (see section 3.2 in the RFA for definitions) that comprise the Project Team, their role, their relevant experience, and past successes in developing and operating projects similar to those to be conducted under this project. Applicant must include Letters of Commitment from Partner and Collaborator Organizations to support the information (see section 4.2.4 in the RFA).*

| Key staff<br><i>Name and Title</i>  | Role   | Relevant experience and past successes  |
|---|--|---|
| Marcus Hinz,<br>Executive<br>Director,<br>Oregon Coast<br>Visitors<br>Association | Grant<br>Administrator,<br>Project<br>Management<br>and Oversight                  | Regional assessments and mapping of community and tourism infrastructure asset. Multi-jurisdictional project coordination of resources between cities, counties, special district and state agency partners.  |
| Laura<br>Furgurson,<br>Octant LLC<br>Consulting and<br>Coaching                   | Consumer<br>Research,<br>Marketing<br>Content and<br>Communication<br>s Strategist | Over 30 years of marketing and branding experience that will be utilized to guide the process, guide marketing specialists, such as graphic designers, social media experts, copy writers, as well as PR and media experts. Octant’s owner serves half-time as Oregon’s Blue Economy Innovation Catalyst to support start-ups. She owned a marketing research and branding firm for 23 years and has successfully launched 6 start-ups in Oregon for both profit and not-profit entities. |
| Laura Anderson,<br>Local Ocean<br>Seafood   | Food Production<br>and Distribution<br>Operations<br>Logistics<br>Strategist       | Laura Anderson is the owner and operator of Local Ocean Seafoods Inc in Newport, Oregon. She has developed one of the most successful seafood restaurants and retail markets on the Oregon Coast. Pre-pandemic Local Ocean grew to \$5million in annual sales, based on the premise of buying local seafood directly from about 50 boats each year, and serving nearly 200,000 customers each year. Laura has been following and  |

|   |  |  |
|---|--|--|
|   |  | <p>learning about business models for Food Hubs, food aggregations, distribution networks and B2B services since Local Ocean’s inception in 2002. Her 19 years of experience with seafood purchasing, processing, and sales will be an advantage to this project. Her commitment to fully developing the Newport Ocean Cluster business model is directly in line with the goals and objectives for this project. In addition to providing critical resources, such as space and equipment, she will be dedicating at least 50 hours a month to the specific objectives and work tasks outline in the proposal.</p>  |
| <p>Kristen Penner,<br/>North Coast<br/>Industries LLC</p> | <p>Regional North<br/>Coast Seafood<br/>Procurement<br/>Coordinator and<br/>Food System<br/>Strategist</p> | <p>Currently the owner/operator of North Coast Industries and Blue Siren Shellfish which harvest, aggregate and distribute Oregon Coast seafoods and aquaculture products. Former owner of two small-scale restaurant operations. She is an experienced chef, seafood fisher, seafood buyer, and seafood distributor who also sits on state regulatory committees such as the Ocean Acidification and Hypoxia Commission and has co-authored 2019 Garibaldi Seafood Value Chain reports as a contractor with Ecotrust on economic analysis.</p> <p>These combine experiences provides Kristen with a depth of knowledge regarding the seafood and food services industries: fishing permit types, species of seafood, harvest regulations, seasonality of seafood seasons, Oregon Department of Agriculture regulations, Oregon Health Authority regulations, gear types required to harvest seafoods and various processing techniques.</p> |

## Project Management Plan

*Describe your management plan for coordination, communication, and data sharing and reporting among members of the Project Team and stakeholder groups, including both internal applicant personnel **and** external partners and collaborators.*

The Oregon North Coast Regional Food System already has in place a management steering committee comprised of management staff from Col-Pac Economic Development Distric, OCVA, Food System NGOs, Clatsop and Tillamook County Small Business Development Centers, Port of Garibaldi, and advisors: Rural Development Initiatives, Ecotrust and a commercial fishing fleet representative. OCVA and the LFPP Project Team will work closely with this “North Coast Food System Collaborative” and other state-wide working groups to ensure this project does not duplicate, but rather, aligns with other food system efforts in Oregon.

### PROJECT TEAM

**Marcus Hinz, Oregon Coast Visitors Association** (OCVA; Grant Administrator & Manager) will perform complete project oversight, management, tracking and reporting. He will review all contracts and vendor work plans, cross check, verify and approved them according to overall project goals, outcomes and activities being performed by the overall team and progress being made on grant metrics and outcomes. While Marcus Hinz will also be directly communicating with each team member individually on a daily/weekly basis, our entire project management team (consisting of Laura Anderson/Local

Ocean, Laura Furgurson/Oregon RAIN, Kristen Penner, North Coast Industries and Marcus Hinz/OCVA) will meet via zoom with screen sharing capabilities and/or in person, when possible, every other week to share challenges, barriers and successes.

**Laura Anderson/Local Ocean** (Food Production and Distribution Operations Logistics Strategist) will directly supervise program activities regarding all physical facilities and production processes including day-to-day vendor/contractor performance. She will meet weekly/monthly in person and/or via Zoom with screen sharing capabilities with production and logistics contractors and staff and record notes into a Google Docs for tracking purposes and for other team member to read.

**Laura Furgurson/Oregon RAIN** (Consumer Research, Marketing Content and Communications Strategist) will supervise all program activities regarding including day-to-day vendor/contractor performance. She will meet weekly/monthly in person and/or via Zoom with screen sharing capabilities with research and marketing contractors and staff and record notes into a Google Docs for tracking purposes and for other team members to read.

**Kristen Penner/North Coast Industries** (Regional Value Chain Coordinator and Value-Added Strategist) will directly supervise activities across Objectives and Activities to ensure project alignment, cohesion and progress toward metrics. She will meet weekly/monthly in person and/or via Zoom with screen sharing capabilities with incubator, research and development, and technical assistance contractors and staff and record notes into a Google Docs for tracking purposes and for other team members to read.

We will disseminate information to external partners and collaborators such as port districts (Toledo, Newport, Garibaldi), educational institutions (OSU, Tillamook K-9), tourism agencies (Travel Oregon, etc) and producers (DulsEnergy Oregon Dulse, Port Orford Sustainable Seafood, Tre Fin Seafoods), and economic development agencies (Col-Pac EDD, EDALC) via weekly/monthly e-mails and follow-up phone calls to field and answer questions. Annual written reports will be disseminated and presented via Zoom or in person during board meetings, commission meetings and business events whenever possible and practical.

Finally, a new publicly accessible industry website called OregonCoastFoodVision.org will be created to permanently display project goals, objectives, activities as well as progress toward our metrics/outcomes progress to facilitate boarder stakeholder communications. This will allow a greater array of external partners and collaborators to engage with our LFPP grant project goal of improving income and economic opportunity for local producers, and strengthening our regional capacity to capture more value from locally produced foods.

## Project Sustainability

*Describe how the project, and its partnerships and collaborations, will be sustained beyond the project's period of performance (without grant funds).*

This project's success necessitates putting for-profit businesses on their own two feet by temporarily assisting them during start-up or expansion phases, with support for development of new products and by providing connections to new marketplace opportunities and support networks. Once accomplished, these businesses will no longer needed our services because they will be able to leverage new "proof of concept" models and business ideas to private lenders and investors.

The new connections we will facilitate between producers, processors, distributors, marketing specialists and lenders will take on a free marketing posture and continue on their own volition. Successes and lessons learned will become institutionalized in the operations of all project partners and reapplied as new tactics, techniques and strategies for the growth of the coastal seafood and agriculture



industry. Port districts and economic development agencies will acquire deeper understandings of the types of services and infrastructure needed to support these local seafood, aquaculture and agriculture businesses, and adapt their operations accordingly for continued future growth of their community business portfolios. Tourism agencies in Oregon are designed to maintain substantial marketing reach through a diverse marketing platform. Tourism industry agencies and partners are already positioned to leverage their considerable marketing prowess once products and marketing content are generated by this project, which can continue to bring new money into local coastal economies and prevent economic leakage.

## **FISCAL PLAN AND RESOURCE**

# BUDGET AND JUSTIFICATION.

## Budget Summary

| Budget for 2021 USDA LFPP Grant Application                             | LFPP Grant Funds | In-Kind/Match | Total Budget |
|---|------------------|---------------|--------------|
| <b>Totals</b>   | \$735,200.00     | \$217,000.00  | \$952,200.00 |
| <b>SUPPLIES &amp; EQUIPMENT</b>   |                  |               |              |
| <i>Delivery (refer) van lease*</i>                                      | \$43,300.00      |               |              |
| <i>Cold storage/Processing/Office/workspace rental</i>                  | \$146,400.00     |               |              |
| <i>Local Food From the Sea Educational/Interpretive Panels</i>          |                  | \$14,000.00   |              |
| <i>Seafood HACCP Training and facility design</i>                       |                  | \$65,000.00   |              |
| <b>CONTRACTUAL</b>  |                  |               |              |
| <b>Project Team and Mid-Tier Value Chain Coordination</b>               |                  |               |              |
| <i>Value Chain Coordination**</i>                                       | \$150,000.00     |               |              |
| <i>Digital marketing/social media support**</i>                         | \$30,000.00      |               |              |
| <i>Laura Anderson - Project management**</i>                            |                  | \$108,000.00  |              |
| <i>Oregon RAIN**</i>  | \$15,000.00      |               |              |
| <i>Contract Delivery driver**</i>                                       | \$78,000.00      |               |              |
| <b>Specialized TA and Value-Added Product Development</b>               |                  |               |              |
| <i>OSU Food Innovation Center**</i>                                     | \$50,000.00      |               |              |
| <i>OSU Seafood Lab**</i>  | \$50,000.00      |               |              |
| <i>NW Food Services**</i>   | \$50,000.00      |               |              |
| <i>Storage Service and Maintenance**</i>                                | \$55,000.00      |               |              |
| <b>Value Added Product R&amp;D (Up to 10 local producers)</b>           |                  |               |              |
| <i>Market research, packaging design, booth rental and exhibit fees</i> | \$37,500.00      |               |              |
| <i>Economic Impact Reports - Value of Keeping Supply Local**</i>        | \$30,000.00      | \$30,000.00   |              |

Select the match amount provided (select only one):  25%  10%

**Note:** No LFPP funding is being requested for staff or staff expenses. LFPP funding will be used to for contracted coordination who will train current staff in order to develop and embed long-term sustained capacity for the Oregon Coast Food System.

## Personnel

| # | Name/title and justification for requesting funds | Level of effort (# of hours OR | Annual salary requested | Total funds requested | Match value | Match type |
|---|---|--------------------------------|-------------------------|-----------------------|-------------|------------|
|---|---|--------------------------------|-------------------------|-----------------------|-------------|------------|

% FTE)

|   |   |       |  |     |           |   |
|---|---|-------|--|-----|-----------|---|
| 1 | <b>Laura Anderson, Local Oceans.</b> Food Production and Distribution Operations Logistics Strategist | 1,800 | Year 1: \$<br>Year 2: \$<br>Year 3: \$ | \$0 | \$108,000 | Cash: <input type="checkbox"/><br>In-Kind: <input type="checkbox"/> |
|---|---|-------|--|-----|-----------|---|

Personnel subtotals \$ \$108,000

**Supplies**

| Item description and justification for requesting funds                      | Cost Per-unit | # of units/pieces purchased | Acquire when? | Funds requested | Match value | Match type  |
|--|---------------|-----------------------------|---------------|-----------------|-------------|---|
| Oregon Coast Visitors Association Educational Interpretive Panels            | \$500         | 28                          | Yr1, Y2       | \$0             | \$14,000    | Cash: <input type="checkbox"/><br>In-Kind: <input type="checkbox"/> |
| Oregon Coast Visitors Association Seafood HACCP Training and Facility Design | Varies        |                             | Yr1, Y2       | \$0             | \$65,000    | Cash: <input type="checkbox"/><br>In-Kind: <input type="checkbox"/> |
| Delivery Van Lease   | \$1,200/mo    | 36 months                   | Yr1, Y2, Y3   | \$43,200        | \$0         |   |
| Cold Storage/Office/Processing Workspace                                     | Varies        | 36 months                   | Yr1, Y2, Y3   | \$146,400       | \$0         |   |

Supplies subtotal \$189,600 \$79,000

**Contractual**

| Type   | Name/organization and justification for requesting funds  | Hourly / flat rate | Funds requested | Match value | Match type  |
|--|---|--------------------|-----------------|-------------|---|
| 2<br><input checked="" type="checkbox"/> Contract<br><input type="checkbox"/> Subaward | <b>Mid-Tier Value Chain Coordination</b><br>Local Ocean Seafood (Newport Ocean Cluster), delivery drivers (multiple), contractors               |                    | \$273,000       | \$108,000   | Cash: <input type="checkbox"/><br>In-Kind: <input type="checkbox"/> |
| 3<br><input checked="" type="checkbox"/> Contract<br><input type="checkbox"/> Subaward | <b>Specialized TA and Value-Added Product Development</b><br>OSU Food Innovation Center, OSU Seafood Lab, NW Food Services, service technicians |                    | \$205,000       | \$0         | Cash: <input type="checkbox"/><br>In-Kind: <input type="checkbox"/> |
| 3<br><input checked="" type="checkbox"/> Contract<br><input type="checkbox"/> Subaward | <b>Value-Added Product Marketing, Research and Development</b><br>Oregon RAIN, Octant, The Research Group                                       |                    | \$67,600        | \$30,000    | Cash: <input type="checkbox"/><br>In-Kind: <input type="checkbox"/> |

Contractual subtotal \$545,600 \$138,000

Fringe Benefits (N/A)  
Travel (N/A)  
Equipment (N/A)

Other (N/A)  
Indirect (N/A)  
Program Income (N/A)

By checking this box, I affirm that my organization followed the same policies and procedures used for procurements from non-federal sources, which reflect applicable State and local laws and regulations and conform to the Federal laws and standards identified in [2 CFR §200.317 through §200.327](#), as applicable. If the contractor(s)/consultant(s) is/are not already selected, I affirm that my organization will follow the same requirements.