

**KING CONSERVATION DISTRICT
GRANT SUBCOMMITTEE MEETING
OF THE BOARD OF SUPERVISORS
Monday, March 22, 2021
3 pm – 4:00 pm**

Join Zoom Meeting
<https://zoom.us/j/95368516516>

Meeting Agenda

Call to Order

1. Preliminary Matters

- a) Introductions
- b) Additions or Corrections to the Agenda
- c) Adoption of the Board Agenda

2. Public Comment:

3. Grant Subcommittee Items:

Member Jurisdiction Grant Program Items

Updates:

Applications:

- 1. City of Mercer Island – Luther Burbank Park South Shoreline Restoration
- 2. Anchor QEA - Seahurst Park Phase II Post-Construction Eelgrass Survey

Amendments:

Close outs:

- 1. City of Duvall – McCormick Park Wetland Evaluation
- 2. City of Bellevue – Replacement of Waterwise Interpretive Signage
- 3. InterIM CDA – WILD Youth Program Stipends for Environmental Justice

Regional Food System Grant Program Items:

Updates:

Application Award Decision:

- 1. Business Impact Northwest - Farm Business Support and Technical Assistance Strategic Initiative Project

Amendments:

- 1. South King County Food Coalition, Food Access and Aggregation Community Team - FAACT Site Exploration

Close outs:

- 1. Cascadia Cooperative Farms – Pasture-Raised Poultry and Egg Cooperative Start-Up

2. Cascadia Cooperative Farms – Phase 2: Farmer Engagement and Support
3. Living Well Kent – LWK Green Houses and Farm
4. Snoqualmie Valley Farmers Cooperative – Market Boost Project
5. Vashon Island Growers Association – Vashon Fresh...an online marketplace for local food
6. Grow Food dba Viva Farms - Training and Incubating a new and diverse generation of farmers in King County
7. Vashon-Maury Island Land Trust - Matsuda Farm to Vashon Schools

Luther Burbank Park South Shoreline Restoration

Member Jurisdiction Grant Program

City of Mercer Island

Ms. Alaine Sommargren
9611 SE 36th St
Mercer Island, WA 98040

cityclerk@mercerisland.gov
O: 206-275-7600

Paul West

9611 SE 36th St
Mercer Island, WA 98040

paul.west@mercerisland.gov
O: 206-275-7833
M: 206-459-5434

Application Form

Summary Information

Project Title*

Luther Burbank Park South Shoreline Restoration

Project Description - Short*

Provide a short, concise description of the project no more than two or three sentences.

This shoreline restoration will improve lake water quality and nearshore fish habitat using habitat gravel and large woody debris. The project also relocates a trail with ADA compliance, removes invasive plants, and installs new native plantings.

Principal Partners (if any)

Mountains To Sound Greenway, Friends of Luther Burbank Park

Amount of KCD Funding Requested*

You will need to upload a detailed budget document before you submit your application. Please make sure the amount requested and total project cost amounts you list here match the amounts in the uploaded budget document.

\$90,000.00

Total Project Cost*

\$603,000.00

Total Matching Funds (optional)

Project Start Date*

04/01/2022

Project End Date*

12/31/2023

Close Date

Project Location*

Address, Parcel #, OR L&L Points, for site specific projects only.

If more than two locations, state "multiple" and explain.

2040 84th Ave SE, Mercer Island, WA 98040

Lat: 47.59015° N

Lon: 122.22442° W

PIN: 0624059014

Jurisdiction

If the applicant is not a city or jurisdiction, please type in the city or jurisdiction this project is located in.

Mercer Island

Is your project on public or private land?*

Public

State Legislative District #*

Click here to find it on the web. If your project resides in more than one district, type in the primary district or type in zero.

41

King County District #*

Click here to find it on the web. If your project resides in more than one district, type in the primary district or type in zero.

6

Narratives, Budget, & Attachments

Project Description - Detailed*

Provide a description of the project that summarizes what you will do, how you will do it, and why you will do it. Describe target audience, outcomes, objectives and general timelines.

The Project's main habitat component is an in-water shoreline restoration to improve lake water quality and nearshore fish habitat. The shoreline restoration includes placing a 785-linear-foot layer of habitat gravel and intermittent large woody debris (LWD) along the shoreline of the entire project area to improve nearshore habitat function and address ongoing erosion. Existing in-water LWD will remain in-place. The Project also includes: upland trail relocation of an existing 800-linear-foot trail to meet Americans with

Disabilities Act (ADA) compliance, invasive plant removal, selective tree removal, and planting along the existing south shoreline trail footprint to improve the existing riparian buffer. The planting area will be irrigated and maintained to enhance shoreline plant cover.

The shoreline of Lake Washington has been eroding since the lake was lowered in 1916. Most of the lake shoreline has been hardened to prevent erosion. Unarmored shoreline is rare and valuable habitat for migratory salmon. Out-migrating juveniles seek refuge from predation in the nearshore environment where refuge is adequate. Large woody debris and gravel substrate are two types of refugia that are scarce in Lake Washington. Slowing shoreline erosion maintains this habitat.

The Luther Burbank Park South Shoreline is 800 feet of unarmored shoreline. It supports shoreline forest cover which shades the nearshore environment. This helps moderate water temperatures for outmigrating juvenile salmon. The bank above ordinary high water has become oversteepened from wave action. Sections of the bank periodically fail and large amounts of fine sediment enter the lake. The sediment buries refugia features. At the same time, shoreline canopy is lost. Trees are uprooted and end up in the lake. If allowed to progress at the current pace, the shoreline will become loaded with sediment and less shaded over time. The addition of spawning gravels and large woody debris will reduce the rate of erosion and conserve shoreline canopy cover. One 50' section of shoreline that has been excessively undercut will be regraded and stabilized with bioengineered willow stake plantings.

The project execution will include contracted public works for in-water work and a combination of natural resources crews, conservation corps and volunteer labor to complete the upland portion of the project. This approach generates public awareness of the project and provides a platform to connect with individuals and communities that are not well represented in the natural resources field. Outreach, recruitment, training and coordination of service learning opportunities will be provide by the City of Mercer Island and the Mountains to Sound Greenway Trust.

The trail along the south shoreline connects two of the most popular park destinations, the docks and the swim beach. It also provides connection to the shoreline and fishing dock. It will be accessible to wheelchair users when relocated. Interpretive elements along the trail will amplify the value of the shoreline habitat for park users.

Project Activities and Measurable Results*

List specific project activities to be completed with KCD grant funds and the associated outcomes or measurable results, and timeline.

Shoreline Restoration: Area of new spawning gravel bed; number of large woody debris features - July-Oct 2022

Trail Relocation: Linear feet of new ADA trail - June-Nov 2022 & 2023

Native Plantings: Area of new plantings, number of new plants - Fall 2022 and 2023

Service Learning: number of volunteers involved, number of career development positions involved, volunteer hours, education topics covered - April 2022-December 2023

Public Access and Education: number of water access points created; number of interpretive elements created - Fall 2023

Project Budget and Expenses*

Fill out and upload separate Application Budget Form also available on the KCD Member Jurisdiction Grant Program website. Budget must be detailed with footnotes, appropriate and reasonable, *meeting state auditor/GAAP guidelines*. Please do not use forms from previous applications. Please only upload the form linked above. Thank you!

2019-KCD-Member-Jurisdiction-Grant-Program-Application-Budget-Mercer-Island-revised-20210226.xlsx

Member Jurisdiction Authorization Letter

If you are a nonprofit organization seeking Member Jurisdiction funding, you must upload written authorization from the Member Jurisdiction to apply for funding. This can be in the form of a letter or scanned copy of an email.

Additional Attachments

Upload any photos or maps of your project here. Only one file will be accepted. Please combine multiple files into one if possible.

LBSS_JARPA_12-29-2020.pdf

Natural Resource Improvement Actions- Criteria Checklist

Please **only** select "yes" below the action that your project **directly** addresses

Direct Improvement of Natural Resource Conditions*

To improve landscape and natural resource conditions as a result of direct action that enhances water quality, protects and conserves soils, implements ecosystem restoration and preservation projects (*examples include supporting private property owners with land stewardship, water quality, aquatic and wildlife habitat resources, removal of invasive weeds, stewardship on public land*)

Does your project directly address this issue?

Yes

Education and Outreach*

To raise awareness, deepen knowledge, and change behaviors of residents, landowners, and other land managers and organizations to practice exemplary stewardship of natural resources (*examples include education about stormwater management; the value of farmland, local farms and food systems, shorelines, salmon habitat, forests and other ecosystems*)

Does your project directly address this issue?

Yes

Pilot and Demonstration Projects*

To test and/or improve concepts and/or approaches in natural resource management that can be replicated by others (*examples include low impact development or green infrastructure demonstration projects, development of new best management practices, distribution of local farm products, urban agriculture (e.g. farmers markets and backyard food production to promote or support social economic independence and healthy living); technological innovation for natural resource conservation*)

Does your project directly address this issue?

Yes

Capacity Building*

To enhance the ability of organizations, agencies, residential landowners and other land owners and managers to have knowledge, skills, tools, support systems and technical resources to implement exemplary best management practices and deliver natural resource management actions on the ground (*examples include urban agriculture development, assistance to and inclusion of private property owners, preservation, restoration, and/or expansion of urban and/or rural agricultural lands, rural and urban forest lands, riparian restoration and stewardship on private and public lands*)

Does your project directly address this issue?

Yes

Project Type*

Shorelines, Urban

KCD Acknowledgement and Signature

By signing below, the applicant agrees to acknowledge King Conservation District funding by placing the KCD-provided logo on signs, materials, and documents produced as part of the above proposal. In addition, the applicant will notify KCD of public events and activities funded by the KCD.

*

I have read the above paragraph about acknowledging KCD and I will use the provided logo.

Authorized Applicant Electronic Signature*

Please enter your full name to sign and agree to the above.

Paul D. West

Title

CIP Project Manager

Date*

02/26/2021

File Attachment Summary

Applicant File Uploads

- 2019-KCD-Member-Jurisdiction-Grant-Program-Application-Budget-Mercer-Island-revised-20210226.xlsx
- LBSS_JARPA_12-29-2020.pdf



Member Jurisdiction Grant Program

Grant Application Project Budget Form

Promoting sustainable uses of natural resources
through responsible stewardship

Project Name	Luther Burbank Park South Shoreline and Trail Restoration					
Applicant	City of Mercer Island					
Contact	Paul West					
Mailing Address	9611 SE 36th Street, Mercer Island, WA 98040					
E-mail	paul.west@mercerisland.gov			Project Start Date:	April 2022	
Phone	206-459-5434			Project End Date:	December 2023	

Please provide detailed budget information below. Itemize categories such as supplies, contracted services with footnotes and detailed descriptions below

Budget Item	KCD Funds	Other Funds	Other Funds	Other Funds	Other Funds	Total
		City of Mercer Island	King County Waterworks	WRIA 8 Cooperative Watershed Mgmt	Washington Wildlife and Recreation Program Trails	
Project Management	\$5,000	\$10,000	\$5,000	\$5,000	\$5,000	\$30,000
Salaries & Benefits						
Public Works Contract w/const contingency (Aquatic wk)	\$50,000	\$88,000	\$52,000	\$52,000		\$242,000
Engineering and Permitting Prof Services w/design contingency	\$25,000	\$25,000	\$18,000	\$18,000	\$24,000	\$110,000
NR crew, Conservation Corps and Volunteers incl. materials, support services and mgmt	\$5,000	\$115,000			\$86,000	\$206,000
Permits	\$5,000	\$10,000				\$15,000
TOTAL	\$90,000	\$248,000	\$75,000	\$75,000	\$115,000	\$603,000

Total Project Cost	\$603,000
Total Match	\$513,000
Amount of KCD Funding Requested	\$90,000
Match Percentage	85%

Aquatic work is completed by public works contract; Terrestrial work is completed primarily by Natural Resources Crew/Conservation Corps and volunteers; NR Crew/Conservation Corps with support services perform at 60% of the cost of prevailing wage work; Volunteer work and support services perform at 40% of prevailing wage work; WRIA 8 and King County Waterworks fund aquatic work; Other source fund balance of project.



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Figure 1
Project Vicinity

Cultural Resources Assessment

Luthur Burbank Park Irrigation Intact and Swim Area Maintenance Project

TITLE	
SHEET NO.	Sheet Title
1	VICINITY MAP
2	EXISTING CONDITIONS (1 OF 2)
3	EXISTING CONDITIONS (2 OF 2)
4	DEMOLITION AND CLEARING PLAN (1 OF 2)
5	DEMOLITION AND CLEARING PLAN (2 OF 2)
6	GRADING PLAN (1 OF 2)
7	GRADING PLAN (2 OF 2)
8	GRADING SECTIONS (1 OF 3)
9	GRADING SECTIONS (2 OF 3)
10	GRADING SECTIONS (3 OF 3)
11	MATERIALS PLAN (1 OF 2)
12	MATERIALS PLAN (2 OF 2)
13	MATERIALS DETAILS
14	PLANTING PLAN (1 OF 2)
15	PLANTING PLAN (2 OF 2)
16	PLANT SCHEDULE

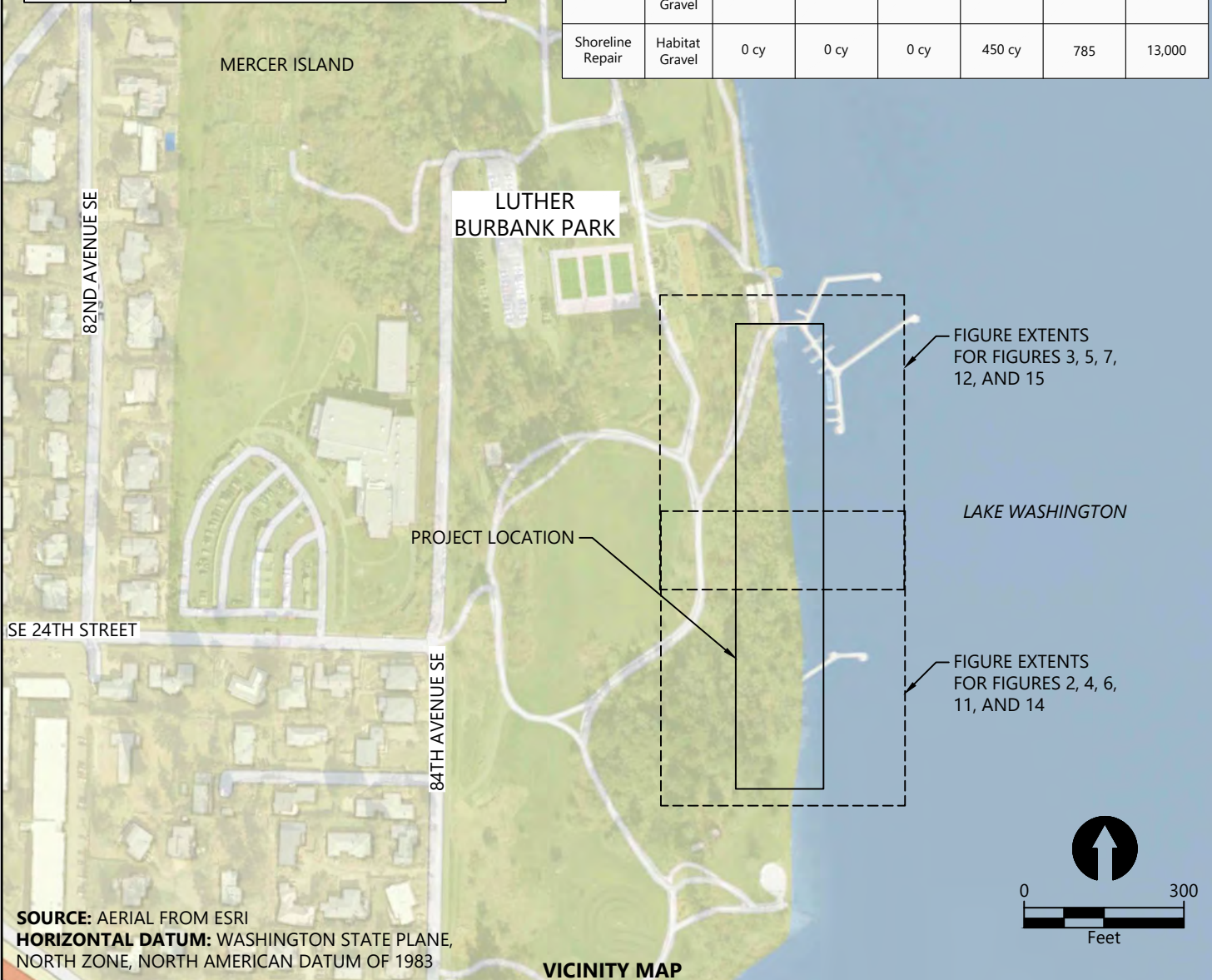


Not to Scale

★(City of Project)

Earthwork Data							
Project Element	Fill Material Type	Cut Landward of OHWM	Cut Waterward of OHWM	Fill Landward of OHWM	Fill Waterward of OHWM	Linear Feet	Square Feet
Trail	Wood Chips, Top Soil, Gravel	375 cy	0 cy	200 cy	0 cy	800	13,000
Shoreline Repair	Habitat Gravel	0 cy	0 cy	0 cy	450 cy	785	13,000

K:\Projects\1018-City of Mercer Island\Calkins Landing and Luther Burbank\03_South Shoreline\Permit\VARPA\1018-JP-001 (Vicinity).dwg Figure 1



SOURCE: AERIAL FROM ESRI
HORIZONTAL DATUM: WASHINGTON STATE PLANE, NORTH ZONE, NORTH AMERICAN DATUM OF 1983

VICINITY MAP

REFERENCE #: N/A

APPLICANT: CITY OF MERCER ISLAND

LOCATION: 2040 84TH AVENUE SE
 MERCER ISLAND, WA 98040

ADJACENT PROPERTY OWNERS:
 1. CITY OF MERCER ISLAND

NAME: LUTHER BURBANK SOUTH SHORELINE AND TRAIL RESTORATION PROJECT

PROPOSED: SHORELINE RESTORATION AND REPAIR

PURPOSE: UPDATE TRAIL, ADD SHORELINE RESTORATION ELEMENTS

DATUM: NAVD 88
LATITUDE: 47.591034 N
LONGITUDE: -122.224481 W
S-T-R: 6-25N-5E

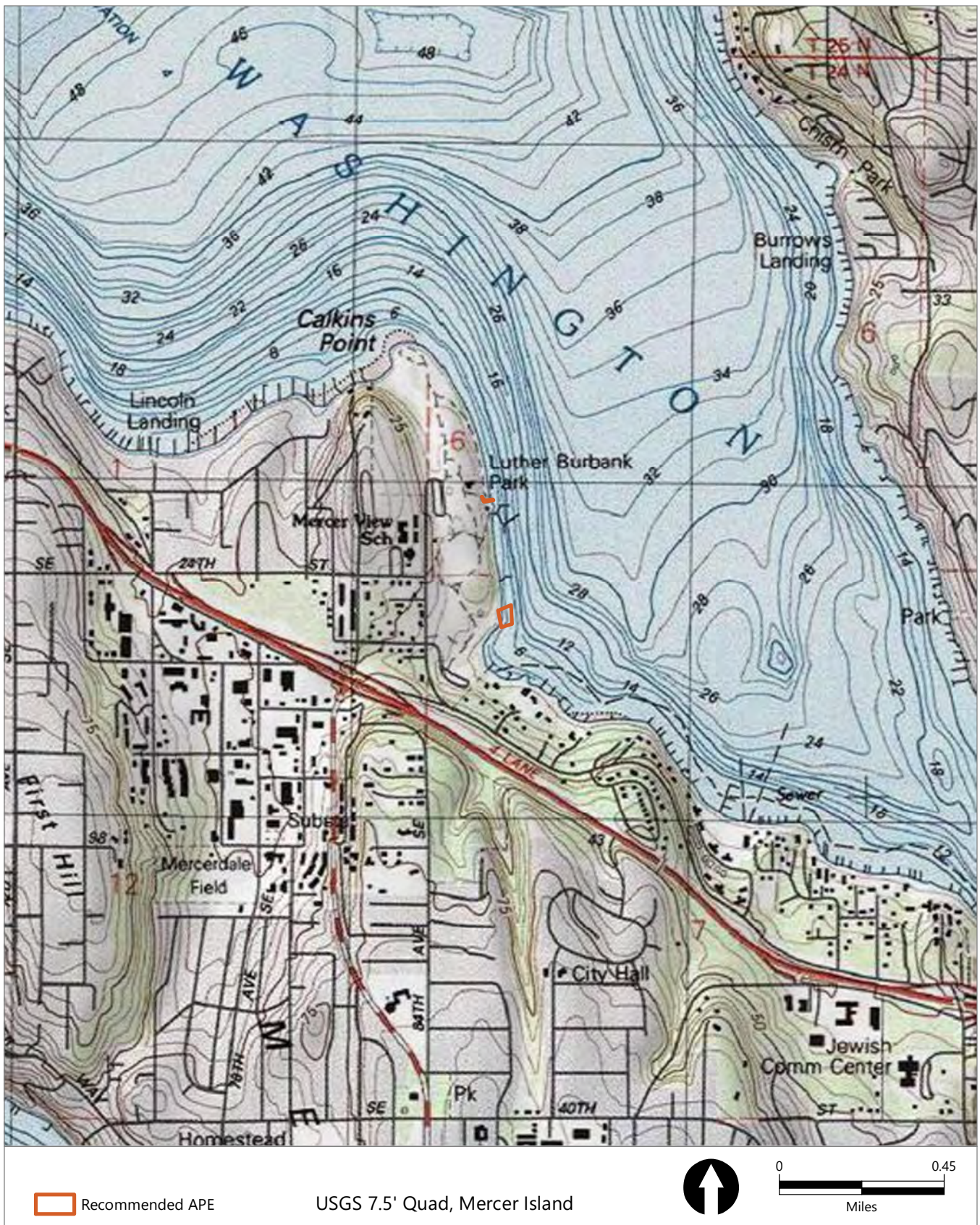
IN: LAKE WASHINGTON
NEAR/AT: MERCER ISLAND
COUNTY: KING
STATE: WASHINGTON

DATE: DECEMBER 2020



PAGE: 1 OF 16

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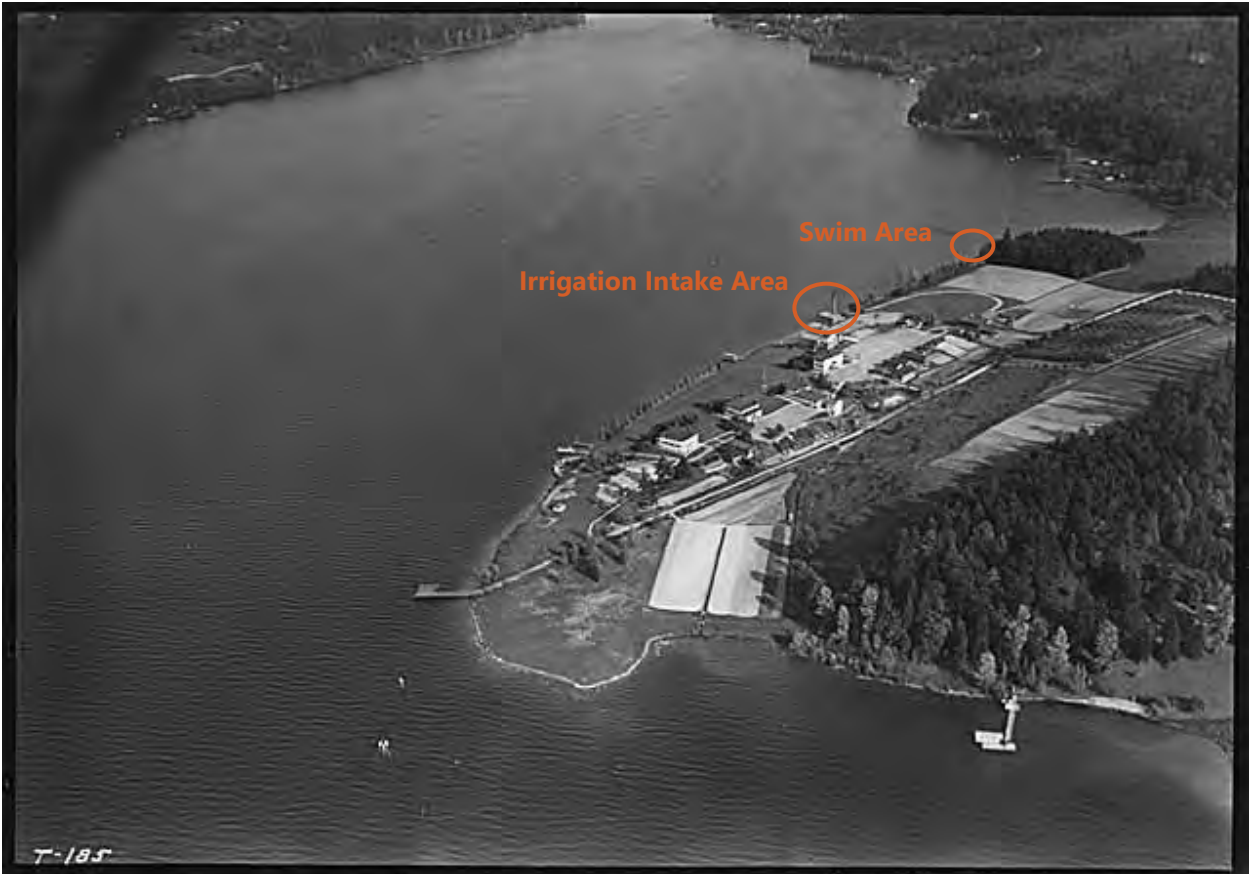


Figure 4
Recommended Area of Potential Effects

Cultural Resources Assessment
Luther Burbank Park Irrigation Intact and Swim Area Maintenance Project

constructed as a public restroom serving the dock. In 1998, an arson fire occurred in the boiler room building, damaging the interior (Boyle Wagoner Architects 1998). In 2002, ownership of the Park was transferred to the City of Mercer Island.

Photograph 1
Luther Burbank School in 1933



Source: Museum of History and Industry

Previous Research

There are no recorded archaeological sites within a mile of the Project area. The nearest recorded sites are a historic debris scatter in Bellevue (45KI1008), approximately 1.4 miles east of the Project area, and submerged World War II aircraft in Lake Washington approximately 2 miles northwest of the Project area. No cultural resources surveys have been conducted in the Project area, though it appears that SHPO evaluated the potentially historic structures in the Park in 2018 and determined them to be not NRHP-eligible. The nearest cultural resources survey occurred at Calkins Point in the Park, approximately 1,500 feet north of the Project area (Bundy 2015). Two other surveys were conducted along the shoreline west of Calkins Point, approximately 1,800 to 2,100 feet northwest of

Seahurst Park Phase II Post-Construction Eelgrass Survey

Member Jurisdiction Grant Program

Anchor QEA

Elizabeth Greene
1201 Third Avenue
Suite 2600
Seattle, WA 98101, WA 98101

O: 206-287-9130

Elizabeth Greene

1201 3rd Ave
Suite 2600
Seattle, WA 98101

egreene@anchoragea.com
O: 707-633-6094

Application Form

Summary Information

Project Title*

Seahurst Park Phase II Post-Construction Eelgrass Survey

Project Description - Short*

Provide a short, concise description of the project no more than two or three sentences.

The project entails conducting a post-construction eelgrass survey at Seahurst Park to meet regulatory requirements of the City of Burien's 401 Water Quality Certification and to understand how the restoration project has affected eelgrass habitat.

Principal Partners (if any)

City of Burien

Amount of KCD Funding Requested*

You will need to upload a detailed budget document before you submit your application. Please make sure the amount requested and total project cost amounts you list here match the amounts in the uploaded budget document.

\$40,266.00

Total Project Cost*

\$40,266.00

Total Matching Funds (optional)

\$0.00

Project Start Date*

03/15/2021

Project End Date*

11/30/2021

Close Date

Project Location*

Address, Parcel #, OR L&L Points, for site specific projects only.

If more than two locations, state "multiple" and explain.

Project would occur along the north shoreline of Seahurst Park, Phase II Ecosystem Restoration Project in Burien, WA. Seahurst Park is located at 1600 SW Seahurst Park Rd, Burien, WA 98166.

Jurisdiction

If the applicant is not a city or jurisdiction, please type in the city or jurisdiction this project is located in.

Burien

Is your project on public or private land?*

Public

State Legislative District #*

Click here to find it on the web. If your project resides in more than one district, type in the primary district or type in zero.

34

King County District #*

Click here to find it on the web. If your project resides in more than one district, type in the primary district or type in zero.

8

Narratives, Budget, & Attachments

Project Description - Detailed*

Provide a description of the project that summarizes what you will do, how you will do it, and why you will do it. Describe target audience, outcomes, objectives and general timelines.

The project entails conducting a post-construction eelgrass (*Zostera spp.*) survey along the north shoreline of the Seahurst Park Phase II Ecosystem Restoration Project (Phase II Project) in Burien, Washington. In 2014, the Seattle District of the U.S. Army Corps of Engineers (USACE) completed construction of the Phase II Project along this section of shoreline. The Phase II Project entailed removal of up to

approximately 2,500 linear feet of concrete seawall and rock shoreline armoring material and 15,000 cubic yards (cy) of fill material behind the seawall. The Phase II Project also included placement of approximately 25,000 cy of salvaged and imported beach material between elevations +1.0 feet and +16 feet mean lower low water (MLLW). The Phase II Project area extended along approximately 3,000 linear feet of shoreline along the north end of the park.

In 2012, Anchor QEA implemented the USACE- and Washington Department of Fish and Wildlife (WDFW)-approved pre-construction monitoring plan developed for the Phase II Project. The pre-construction monitoring plan included the methods to conduct an eelgrass survey in the Phase II Project area prior to construction of the restoration project. The pre-construction eelgrass survey results were included in the Eelgrass, Beach Profile, and Substrate Characterization Pre--Construction Monitoring Report for the Seahurst Park Phase II Ecosystem Restoration Project. The intent of the pre-construction eelgrass survey was to establish the baseline conditions and the survey locations and methods to be implemented, if necessary, in a post-construction survey. In 2018, Anchor QEA implemented a post-construction eelgrass survey to assess eelgrass distribution and density at the site, which met the following objectives:

- Document the full distribution and boundaries of eelgrass within the survey area.
- Document turion (shoot) density of eelgrass beds.
- Describe other macroalgae and macrofauna observed.
- Compare distribution and density of eelgrass beds to the pre-construction survey to assess potential project impact.

The 2018 eelgrass survey documented that the Phase II Project's goal to achieve no net loss in eelgrass distribution and density was met. Therefore, the 2021 post-construction eelgrass survey will follow the survey methods described in the 2018 Post-Construction Eelgrass Monitoring Plan.

The survey is planned for June 2021 with reporting completed within 60 days of the survey. Conducting the eelgrass survey meets the regulatory requirements of the City of Burien's 401 Water Quality Certification for the project and informs whether the project continues to provide improvements to eelgrass habitat in the area of the project.

Project Activities and Measurable Results*

List specific project activities to be completed with KCD grant funds and the associated outcomes or measurable results, and timeline.

The first task in the project is to prepare a study plan and coordinate with WDFW.

The 2018 Eelgrass Monitoring Plan (Study Plan) will be updated for 2021. The 2021 Study Plan will be provided to WDFW for review and approval. Eelgrass monitoring protocols require WDFW's review of a study plan to ensure consistency with their guidelines. WDFW protocols work well for small sites, such as a single dock area, but for an expansive project area like Seahurst Park, there are opportunities for sampling efficiencies to reduce the number of field days. The field survey is based on justifiable variations to the WDFW protocols that were accepted by WDFW in 2018, so we do not expect any issues with the protocol. This task includes the update of the Study Plan for WDFW review, as well as time for coordination with WDFW. The study plan will include a Health and Safety Plan to describe safety procedures that will be implemented during the work.

The second task is to conduct the survey. This task entails preparing the boat, dive gear, and video gear for the eelgrass survey and conducting the survey. The eelgrass survey includes an underwater video survey, a land-based survey, and a dive survey.

Underwater Video Survey:

The underwater video survey is expected to take 1 day and will consist of recording video using a Sea-All camera suspended from the bow of the survey boat. Video will be recorded along a track traveled by the boat in the survey and reference areas. The video effort will be conducted with a crew of three: a boat captain, a towed camera tender, and a note taker/boat-based equipment manager. In the 1-day effort, GPS-integrated

video data will be collected to characterize and map the outline of the eelgrass bed in the project area and the reference area.

Land-Based Survey:

Anchor QEA biologists will walk the intertidal portion of the survey area from approximately -2.0 to +7.0 feet MLLW and delineate intertidal eelgrass patches using a differential global positioning system (DGPS) with submeter accuracy. Additional observations will be noted, including dominant substrate and other flora and fauna in the survey area. The land-based survey is expected to take 1 day and will be conducted by a two-person crew during a low-tide period.

Dive Survey:

Observations will be conducted by a team of two scuba divers within the delineated eelgrass beds in the survey and reference areas, as identified in the video survey. Transects surveyed during the pre-construction eelgrass survey will be reoccupied by setting out a 200-foot tape measure perpendicular to the shore within the delineated eelgrass beds. The diver observations will include turion counts of eelgrass at randomly generated points along transects. Turion density will be calculated by placing a 0.25-meter-square PVC quadrat on the surface of the eelgrass bed and counting the turions within the quadrat. This information will be conveyed from the divers to the biologist via radio and recorded in a spreadsheet. The dive survey is expected to take 2 days, with a crew consisting of a boat captain, two divers, and one boat tender.

The third task is data analysis and reporting. Data analysis will consist of converting the underwater video survey and land-based survey results into a map showing the extent and presence or absence (i.e., continuous, patchy, or absent) of eelgrass and calculating turion density and variance in the project and reference areas. A report will be prepared that describes and summarizes the survey approach, methods, results, and discussion. The results and discussion sections will include a comparison of results to the pre-construction survey, noting any changes potentially resulting from Phase II Project construction, as well as a summary of other macroflora and macrofauna encountered during the eelgrass survey.

Per WDFW guidelines, the post-construction eelgrass survey is required to be completed between June 1 and October 1 unless approved by WDFW. Anchor QEA proposes to complete the survey in June 2021 to avoid blooms of *Ulva* spp. in the project area. The post-construction eelgrass monitoring report will be prepared within 60 days after completion of all field work.

Project Budget and Expenses*

Fill out and upload separate Application Budget Form also available on the KCD Member Jurisdiction Grant Program website. Budget must be detailed with footnotes, appropriate and reasonable, *meeting state auditor/GAAP guidelines. Please do not use forms from previous applications. Please only upload the form linked above. Thank you!*

2019-KCD-Member-Jurisdiction-Grant-Program-Application-Budget-Form.xlsx

Member Jurisdiction Authorization Letter

If you are a nonprofit organization seeking Member Jurisdiction funding, you must upload written authorization from the Member Jurisdiction to apply for funding. This can be in the form of a letter or scanned copy of an email.

Additional Attachments

Upload any photos or maps of your project here. Only one file will be accepted. Please combine multiple files into one if possible.

Natural Resource Improvement Actions- Criteria Checklist

Please **only** select "yes" below the action that your project **directly** addresses

Direct Improvement of Natural Resource Conditions*

To improve landscape and natural resource conditions as a result of direct action that enhances water quality, protects and conserves soils, implements ecosystem restoration and preservation projects (*examples include supporting private property owners with land stewardship, water quality, aquatic and wildlife habitat resources, removal of invasive weeds, stewardship on public land*)

Does your project directly address this issue?

Yes

Education and Outreach*

To raise awareness, deepen knowledge, and change behaviors of residents, landowners, and other land managers and organizations to practice exemplary stewardship of natural resources (*examples include education about stormwater management; the value of farmland, local farms and food systems, shorelines, salmon habitat, forests and other ecosystems*)

Does your project directly address this issue?

Yes

Pilot and Demonstration Projects*

To test and/or improve concepts and/or approaches in natural resource management that can be replicated by others (*examples include low impact development or green infrastructure demonstration projects, development of new best management practices, distribution of local farm products, urban agriculture (e.g. farmers markets and backyard food production to promote or support social economic independence and healthy living); technological innovation for natural resource conservation*)

Does your project directly address this issue?

Yes

Capacity Building*

To enhance the ability of organizations, agencies, residential landowners and other land owners and managers to have knowledge, skills, tools, support systems and technical resources to implement exemplary best management practices and deliver natural resource management actions on the ground (*examples include urban agriculture development, assistance to and inclusion of private property owners, preservation, restoration, and/or expansion of urban and/or rural agricultural lands, rural and urban forest lands, riparian restoration and stewardship on private and public lands*)

Does your project directly address this issue?

Yes

Project Type*

Shorelines, Urban

KCD Acknowledgement and Signature

By signing below, the applicant agrees to acknowledge King Conservation District funding by placing the KCD-provided logo on signs, materials, and documents produced as part of the above proposal. In addition, the applicant will notify KCD of public events and activities funded by the KCD.

*

I have read the above paragraph about acknowledging KCD and I will use the provided logo.

Authorized Applicant Electronic Signature*

Please enter your full name to sign and agree to the above.

Elizabeth Greene

Title

Managing Scientist

Date*

03/15/2021

File Attachment Summary

Applicant File Uploads

- 2019-KCD-Member-Jurisdiction-Grant-Program-Application-Budget-Form.xlsx



Member Jurisdiction Grant Program

Grant Application Project Budget Form

*Promoting sustainable uses of natural resources
through responsible stewardship*

Project Name	Seahurst Park Phase II Post-Construction Eelgrass Survey			
Applicant	Anchor QEA			
Contact	Elizabeth Greene			
Mailing Address	1201 Third Avenue Suite 2600 Seattle, WA, 98101			
E-mail	egreene@anchoragea.com	Project Start Date:	15-Mar-21	
Phone	707-633-6094	Project End Date:	30-Nov-21	
Please provide detailed budget information below. Itemize categories such as supplies, contracted services with footnotes and detailed descriptions below				
Budget Item	KCD Funds	Other Funds <i>(identify source and status of matching funds here ex. Rose Foundation - Pending)</i>	Other Funds <i>(identify source and status of matching funds here ex. DON Small and Simple - Secured)</i>	Total
Salaries & Benefits	\$23,869			\$23,869
Travel/ Meals/ Mileage (for - volunteers, staff)	\$16			\$16
				\$0
				\$0
				\$0
Office Supplies	\$70			\$70
				\$0
				\$0
Field Supplies				\$0
Contracted/ Professional Services	\$16,311			\$16,311
Permits				\$0
Other: <i>(specify)</i>				\$0
Other: <i>(specify)</i>				\$0
Other: <i>(specify)</i>				\$0
Other: <i>(specify)</i>				\$0
Other: <i>(specify)</i>				\$0
TOTAL	\$40,266	\$0	\$0	\$40,266

Total Project Cost	\$40,266
Total Match	\$0
Amount of KCD Funding Requested	\$40,266
Match Percentage	0%



City of Burien
400 SW 152nd Street
Suite 300
Burien, WA 98166-1911

P 206.241.4647
F 206.248.5539

burienwa.gov

March 17, 2021

Jessica Saavedra
King Conservation District
800 SW 39th St Suite #150
Renton, WA 98057

RE: Letter of Support for use of KCD-Burien Member Jurisdiction Funds

Dear Jessica:

The City of Burien would like to confirm support for Anchor QEA's application for \$40,266 of local jurisdiction funds allocated to Burien. The City would like to continue working with Anchor Environmental on the fifth eel grass survey related to the restoration of Seahurst Park beach. This work will help the City and Army Corps of Engineers complete the necessary monitoring of eel grass, which is required as part of the Washington Department of Ecology 401 Water Quality Permit to implement the seawall removal and habitat enhancement project. The final report will be made available to KCD, the Army Corps of Engineers, Washington Department of Ecology and other agencies, and the public.

The City looks forward to completing this work with Anchor QEA and finalizing the formal monitoring requirements for the Seahurst Park Phase II restoration project.

Please let me know if you have any questions or concerns. I can be reached at carolynh@burienwa.gov or (206) 248-5513.

Sincerely,

Carolyn Hope
Parks, Recreation, and Cultural Services Director



**King Conservation District
Member Jurisdiction Grant Program
Grant Agreement Close Out**

Grant Summary Information

Recipient: City of Duvall

Project Title: McCormick Park Wetland Evaluation Phase I

Project Description: The City of Duvall was interested in establishing a mitigation "receiving area" on city owned lands to help offset impact of future development and meet other resource protection goals associated with Duvall shoreline. The receiving area would be located in McCormick Park located south of Stephens Street and west off the Snoqualmie Valley Trail and two city owned properties on the east side of the trail. The park encompasses approximately 55 acres, running along the east bank of the Snoqualmie River. The first phase of this project includes assessing environmental opportunities and restraints on the McCormick property, Frykholm property, and property to the west of the sewer treatment plant. This phase will provide the city with three opportunities:

- Provide information for development of a detailed master plan and receiving site strategy in later phases.
- Provide characterization data needed to update the City of Duvall's Shoreline Plan.
- Help the city move forward in its goal of eco-tourism by allowing the city to apply for recreation grant to install trails and environmental education in McCormick Park.
- Allow the city to continue to work with non-profits (i.e. Stilly-Snohomish) on restoration project in McCormick Park.

Funding Source and Year: KCD-Duvall Member Jurisdiction Funds 2002-2007 Funds

Start Date: 9/1/2008

End Date: 09/30/2010

Date Awarded: 11/10/2008

Grant Budget Summary

Returned Funds:

Payment Summary

Award Amount:

\$15,000.00

Amount Returned:

\$2.20

Amount Paid to Date:

\$13,500
1/12/2009

Amount Spent:

\$13,497.80

Date Returned:

*Check received by KCD
3/8/21*

Final Payment Date:

-0-

Amendment Request Summary:

Yes N/A Notes:

Scope of Work Revision:

☐ ☒

Budget Revision:

☒ ☐

Revised to reflect actual expenditures

Completion Date Extension:

☐ ☒

Copies of Work Product (check box or describe below)

☐ Designs/Plans

☐ Brochures/Publications

☐ Curricula

☐ Photos☐ Video☐ Sign Mock-UpsOther: **Report:** McCormick Park Reconnaissance / Opportunities and Constraints Assessment**KCD Acknowledgement:****Site Visit**

Date:

N/A: ☒

Description:

Planting Projects:

Maintenance/Monitoring

Needs to be tracked: ☐

Ongoing until: _____

Completed: ☐ N/A: ☒**Reporting Summary:** Yes No Notes:Progress Reports: ☒ ☐Expense Reports: ☒ ☐Final Reports: ☐ ☐

The City reported that the following projects were a result of this assessment.

- KCD funded the Coe Clemmons restoration 2012-2016. Plant installation, beaver prevention fencing to reduce surface water temperatures and potential to reduce reed canary grass growth.
- Stilly-Snohomish Fisheries Enhancement Task Force, Riverbank plant restoration.
- ESA McCormick Park Erosion and Habitat Feasibility Study 2020. Provided recommendations to prevent further bank failure in the park.
- PSE plant restoration and mitigation.
- Developer plant restoration and mitigation.

Excerpts below are from the above report that was provided to KCD on 2/10/21

This memo describes current and historic conditions, provides a preliminary inventory of conditions on the Snoqualmie River shoreline, and identifies potential mitigation and restoration focus areas. This information was intended to help the City evaluate potential future uses of the park area and can inform the City's comprehensive Shoreline Master Program update, which was underway in 2009.

The McCormick Park project area (project area) is approximately 80 acres in size, and borders approximately 1.1 miles of the Snoqualmie River to the west and State Route 203 (Main Street) to the east (Section 13, Township 26 North, Range 6 East; Figure 1). The Snoqualmie Valley Trail (valley trail), which follows an old railroad right-of-way, bisects the project area (Photo 1). King County owns and maintains the valley trail, which is elevated above the adjacent river valley on a fill berm. The limits of the project area extend outside of McCormick Park proper to several other contiguous City- and publically owned areas, including: the undeveloped portions of the valley trail corridor, areas of Depot Park (City-owned), and two other undeveloped City-owned open-space parcels.

Potential restoration opportunities are presented in six focus areas:

1. Coe-Clemens and Thayer Creek channels.
2. Coe-Clemens pond.
3. Southern (Wetland B) swale and depressional wetlands.
4. Snoqualmie River bank stabilization.
5. Non-native plant control
6. Mainstem off-channel habitat.

Overview of some of the legal, logistical, and administrative challenges associated with developing a mitigation receiving areas

- Creating a mitigation receiving area would likely require some changes to the Duvall Municipal Code
- The City would also need to determine how the McCormack Park mitigation would be implemented
 - o One option is for the City to implement all of the mitigation and collect funds from developers (to offset the costs) at the time permits are issued.
 - o Alternatively, the City could require the applicant to prepare a plan and construct the mitigation according to City specifications
 - o A key challenge with either approach will be assuring ongoing maintenance and monitoring of the mitigation area. Under either of these two potentially workable systems (or a combination of both), local regulatory and planning programs would need to be tailored and/or updated to encourage use of the receiving area.

I certify that the project has been completed, all expenditures have been paid, and the final report has been received by the District.

_____,
District Representative

Date: _____

I certify that the project has been completed, all expenditures have been reported, and the final report has been completed and submitted to the District.

Alana McCoy

Alana McCoy (Mar 3, 2021 13:35 PST)

Grant Recipient
Name: City of Duvall

Title: Project Manager

Date: Mar 3, 2021



**King Conservation District
Member Jurisdiction Grant Program
Grant Agreement Close Out**

Grant Summary Information

Recipient: City of Bellevue

Project Title: Replacement of Waterwise Garden Interpretive Signs

Project Description:

Interpretive signs in Bellevue Botanical Garden's Waterwise Garden need replacement and an additional stormwater focused sign is proposed. The signs raise awareness, support behavior change, and supports our municipal NPDES permit requirements.

Funding Source and Year: KCD-Bellevue Member Jurisdiction 2017 and 2019 Funds

Start Date: 09/17/2018

End Date: 10/31/20

Date Awarded: 10/15/2018

Grant Budget Summary

Returned Funds:

Payment Summary

Award Amount:	\$15,000.00 + \$7,000.00 \$22,000.00	Amount Returned:	\$2,764.34	Amount Paid to Date:	\$17,312.09
Amount Spent:	\$19,235.66	Date Returned:	Goes back to Bellevue MJ funds	Final Payment Date:	\$1,923.57 After KCD signs this form

Amendment Request Summary:

Yes N/A Notes:

Scope of Work Revision: ☒ ☐ They amended the project to develop and install a 4th Waterwise Interpretive Sign focused on stormwater protective behaviors as well as plant labels for the Waterwise Garden

Budget Revision: ☒ ☐ They requested \$7,000 additional funding for the 4th sign.

Completion Date Extension: ☒ ☐ Extended from 11/19/18 to 06/28/2019 then to 10/31/19, then to 12/31/19, then to 10/31/20

Copies of Work Product (check box or describe below)

- | | | |
|---|---|--|
| <input type="checkbox"/> Designs/Plans | <input type="checkbox"/> Brochures/Publications | <input type="checkbox"/> Curricula |
| <input checked="" type="checkbox"/> Photos of 4 signs | <input type="checkbox"/> Video | <input type="checkbox"/> Sign Mock-Ups |

Other:

KCD Acknowledgement: KCD logo placed on all 4 signs – photos attached

Site Visit

Date:

N/A: ☒

Description:

Planting Projects:

Maintenance/Monitoring

Needs to be tracked: ☐

Ongoing until: _____

Completed: ☐ N/A: ☐

Reporting Summary: Yes No Notes:

Progress Reports: ☒ ☐

Expense Reports: ☒ ☐

Final Reports: ☒ ☐

Project Accomplishments and Successes

With this project, Bellevue Utilities completes it's goal to update and install four interpretive signs in the Waterwise Garden located in the Bellevue Botanical Gardens. As a whole, these signs help demonstrate and support important water conservation, natural yard care and stormwater pollution prevention messages for Waterwise Garden visitors. The three prior signs focused on sustainable and waterwise gardening best practices, demonstrated by the Waterwise Garden zone the sign is situated in. These signs highlighted key messages including choosing the right plant for the right place, building healthy soil and watering effectively. The fourth and final sign underscores the connection that "waterwise also means storm-waterwise," educating visitors on specific actions they can take to prevent water pollution from their own residence.

These four signs as a whole both support these key messages and enhance the Waterwise Demonstration Garden experience. Because all signs were created using the same subject matter experts for content development, graphic artists, and sign fabricators as many of the other signs found within the Waterwise Garden and Bellevue Botanical Garden, they build on each other and create a cohesive educational experience.

Regional Benefits

All visitors of the Bellevue Botanical Garden can now learn about waterwise gardening and apply recommended practices to their own landscape and gardening activities. Because the Bellevue Botanical Garden has hundreds of visitors each week, which number has only increased during the pandemic, these messages can reach beyond Bellevue to a broader regional audience. The interpretive signs help show not only the connection between gardening practices and environmental issues, but also land management and stormwater issues. It is the city's hope that these signs will help make an impact in water conservation, reduction of pesticides and fertilizer use and runoff, and improvement of water quality in our local water systems.

Obstacles and Challenges

Due to staffing changes over the last two years, this grant switched ownership several times, which resulted in significant delay in producing the final sign. Additionally, creating an interpretive sign during a pandemic produced its own set of unique challenges, including virtual collaboration for content development and draft review, and scheduling final installation. Despite these delays, we are confident in the long term value of the final product this grant made possible.

Lessons Learned and Recommendations for Future Projects

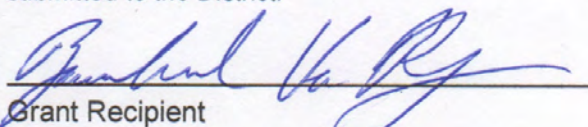
When working on future projects such as this, the Waterwise Garden Team would benefit from increasing the estimated amount of time to complete an interpretive sign from start to finish. This experience highlighted the need to plan for longer timelines and structured deadlines for collaborative content development and design review, and allocating additional time for fabrication beyond the vendor estimate. We also encountered a dilemma in the best format to build interactive user experience. Although we chose to continue to QR code tool used in the suite of interpretive signs in the Waterwise Garden, as technology and digital experience change, we may want to look for a solution that have a longer shelf life.

I certify that the project has been completed, all expenditures have been paid, and the final report has been received by the District.

District Representative

Date: _____

I certify that the project has been completed, all expenditures have been reported, and the final report has been completed and submitted to the District.


Grant Recipient

Name: Zachariah Van Ry

Title: Program Assistant

Date: 3/8/21



WATERWISE GARDENING

IN A SUNNY KITCHEN GARDEN

This kitchen garden takes advantage of a sunny southwest exposure that provides ideal conditions to grow many vegetables, fruits and herbs. The building reflects heat and the surrounding plants provide shelter from wind.

Mediterranean herbs like rosemary and lavender do not need water a year or two after planting. Annual vegetables and flowers that require summer watering are grown in beds with their own drip irrigation system.

The arbor supports flowering vines that cool the building and create shady spots to sit and enjoy the garden—plus a bountiful grape crop. Trees along the west edge provide dappled shade for diverse shrubs and perennials.

HERBS AND FLOWERS
BRING POLLINATORS
INTO THE GARDEN

LAVENDER
Lavendula x intermedia



DUTCH GARLIC
Allium hollandicum
"Purple Sensation"



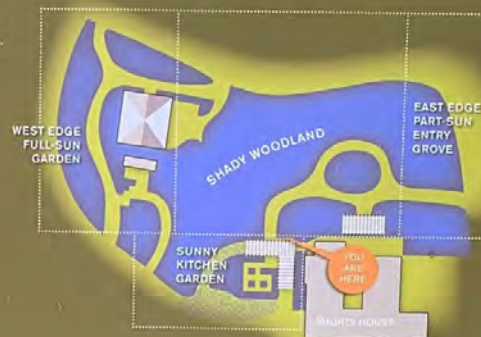
VARIEGATED YUCCA
Yucca filicoides "Gold Sword"



WANT A HEALTHIER
GARDEN THAT THRIVES
WITH LESS WATER AND
MAINTENANCE?

Explore the Waterwise Garden
to learn how. Check out Bellevue's
Natural Yard Care resources
for more detailed information.

tap or scan



The Waterwise Garden is co-sponsored by
Bellevue Utilities with support from community volunteers.
Grant funding for Waterwise Garden interpretation signs
provided by King Conservation District.



WATERWISE GARDENING

IN A SHADY WOODLAND

This woodland supports dozens of plants selected to thrive in the dry shade under large trees and close to buildings. Trees intercept and hold rain, which reduces runoff and helps prevent flooding. They also keep the understory plants relatively dry.

Even though many of these plants can thrive without watering, in this woodland drip irrigation helps the dense understory plantings compete with the trees.

It may be necessary to trim some plants to let enough light into shady areas for diverse plantings. Trees add value to your property, provide shade, cleanse the air and shelter

wildlife—protect and preserve them! Consult a Certified Arborist before pruning or removing large trees.

Protect the roots of existing trees. Do not till the soil under their leaf canopy—simply dig modest holes for each new plant, and be careful not to cut large roots.

USE BRIGHTLY COLORED FLOWERS,
FRUIT AND FOLIAGE TO
BRIGHTEN SHADY AREAS



LENTEN ROSE
Helleborus x hybridus



OAKLEAF HYDRANGEA
Hydrangea quercifolia



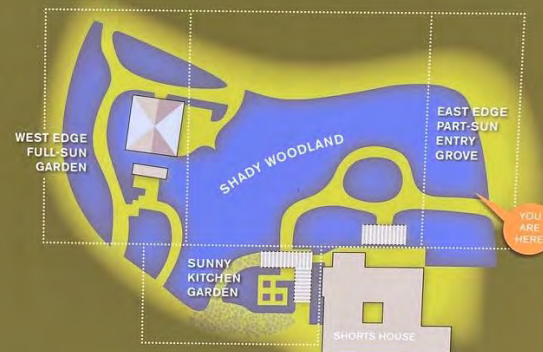
WHITE WOOD ASTER
Eurybia divaricata



WANT A HEALTHIER
GARDEN THAT THRIVES
WITH LESS WATER AND
MAINTENANCE?

Explore the Waterwise Garden to learn how to plan and plant a successful garden. Check out Bellevue's Natural Yard Care resources for more detailed information.

tap or scan



The Waterwise Garden is co-sponsored by Bellevue Utilities with support from community volunteers. Grant funding for Waterwise Garden interpretation signs provided by King Conservation District.



WATERWISE GARDENING

Waterwise practices grow beautiful, healthy gardens with less irrigation and work, and help keep pollutants out of lakes, streams, and Puget Sound.



1 PLAN FOR SUCCESS

Careful plant selection and layout are key to lower maintenance gardening.

- Choose plants adapted to conditions in each part of your yard: Note if areas are sunny or shady most of the day, soggy or dry, and have loose or compacted soil.
- Group plants that need extra water in areas that are easy to monitor and irrigate separately from drought tolerant plants.
- Limit lawn areas to save water and labor. Don't plant lawn on steep slopes, in deep shade or poorly drained soil.
- Grow diverse plants to limit pests and diseases, and to attract birds and beneficial insects.
- Include trees and large shrubs to shelter smaller plants from sun, wind, and rain. Add groundcovers to protect the soil and smother weeds.



CHOOSE PEST AND DISEASE RESISTANT PLANTS at the nursery and in garden references.

2 START WITH HEALTHY SOIL

Building fertile soil is the most important step to nurturing strong plants and reducing runoff.

- Loosen soil at least one foot deep for new plantings. Mix 2-3 inches of compost into new planting beds, and 1-2 inches for new lawns.
- Cultivate large areas, not just holes for each plant—except under established trees where digging must be limited to protect roots.
- Leave grass clippings on the lawn to naturally fertilize your lawn—and save time!
- Fertilize lawns with "natural-organic" or "slow-release" fertilizers in May or September to grow strong roots that keep grass healthy through stressful weather.



MULCH PLANTING BEDS with a few inches of wood chips, compost or ground bark to keep the soil loose and moist, and to smother weeds. Fall leaves are great natural mulch!



MAKE AND USE COMPOST to keep soil loose, retain water, and feed plants and beneficial soil life.

3 WATER WISELY

Give plants the right amount of water and apply it where roots can use it.

- Water lawns and annual gardens separately from shrubs and groundcovers that thrive with less.
- Use a timer to limit watering and water in early morning to limit evaporation.
- Adjust watering to match changing seasons. Plants only need about half as much water in May and early September as they do from June–August.
- Learn which plants thrive with just rainfall, once established. Only water these plants in unusually hot and dry conditions.
- Let the soil surface dry between watering so roots can breathe!
- Check the soil a few hours after watering to make sure it is moist where the roots grow—the top 6-8 inches for lawns and annuals, and at least a foot deep for shrubs and trees. Check every few weeks to make sure irrigation is keeping up with plant needs.



USE DRIP IRRIGATION OR SOAKER HOSES to water planting beds. Sprinklers can waste half of the water to evaporation.

WANT A HEALTHIER GARDEN THAT THRIVES WITH LESS WATER AND MAINTENANCE?

tap or scan



Check out Bellevue's Natural Yard Care resources for more detailed information.



The Waterwise Garden is co-sponsored by Bellevue Utilities with support from community volunteers. Grant funding for Waterwise Garden interpretation signs provided by King Conservation District.



King Conservation District Member Jurisdiction Grant Program Grant Agreement Close Out

Grant Summary Information

Recipient: InterIm Community Development Association

Project Title: InterIm CDA WILD Youth Program Stipends for Environmental Justice

Project Description: The WILD Program of InterIm CDA requests support for its youth leadership program to support staff salaries and year-long stipends for our youth to build equity in the field of environmental justice and to gain marketable skills for future careers. Funds will also cover transportation costs for field trips within and outside of Seattle that are often a major barrier to participation for our youth .

Funding Source and Year: 2017 Seattle Community Partnership Grant Program

Start Date: 08/01/2017

End Date: 12/31/2020

Date Awarded: 10/09/2017

Grant Budget Summary

Returned Funds:

Payment Summary

Award
Amount:

\$75,000.00

Amount
Returned:

n/a

Amount Paid to
Date:

\$67,500.00

Amount
Spent:

\$75,000.00

Date
Returned:

n/a

Final Payment:
Date:

\$7,500.00

Amendment Request Summary:

Yes N/A Notes:

Scope of Work Revision:

☐
☒

Budget Revision:

☐
☒

Completion Date
Extension:

☒
☐

Extended from 8/1/2020 to 12/31/2020

Copies of Work Product (check box or describe below)

☐ Designs/Plans

☒ Brochures/Publications

☐ Curricula

☒ Photos

☐ Video

☐ Sign Mock-Ups

Other:

KCD Acknowledgement: During outward facing events where materials were made public, WILD included KCD logo or name in the thank you section. An example of this is in the pamphlet handed out to attendees of the WILD Holiday Dinner (copy provided with final report) for community elders. Each person was given a program for the evening's entertainment and included was a list of sponsors, including KCD.

Site Visit

Date:

N/A: ☒

Description:

Planting Projects:

Maintenance/Monitoring

Needs to be tracked: ☐

Ongoing until: _____

Completed: ☐ N/A: ☒**Reporting Summary:** Yes No Notes:Progress Reports: ☒ ☐Expense Reports: ☒ ☐Final Reports: ☒ ☐**Project Accomplishments and Successes**

The Wilderness Inner-city Leadership Development (WILD) program works with low-income, immigrant, and refugee youth in King County. Based in the Chinatown-International District (CID), InterIm CDA has a long history working with the Asian and Pacific Islander (API) community of Seattle and King County. The WILD Program has continued and expanded that legacy by providing programming for a diverse audience of high school aged youth residing predominantly in South Seattle and South King County. Through our after school and summer programming, youth have participated in service learning, environmental justice advocacy, job readiness and self-efficacy trainings, and much more.

The Danny Woo Community Garden has allowed community elders to grow crops from their native countries and results in improved nutrition and culturally relevant produce as well as physical activity and combatting social isolation. As a part of the Danny Woo programming, WILD youth have participated in garden education and improvement in after school and summer programming. The WILD Garden Crew uses place-based learning methods to teach youth about food systems and justice, growing and harvesting techniques, and the importance of environmental justice in communities of color.

Meeting in the garden allows the youth to not only learn the theory but put into practice many of those techniques. Garden Crew participants meet throughout the year and the lessons reflect the growing season. The garden is split into individual plots for the gardeners as well as the Children's Garden and the orchard. Youth are able to hone their skills in the latter two sections. In the spring, youth learn about planting and germination of seeds and care for young plants. In the summer, youth are learning about growing and tending to crops primarily the importance of watering and weeding. While the youth weed, they are able to collect unwanted plants and feed them to the chickens in the coop to diversify their diet and offer them enrichment. In the fall, WILD partners with City Fruit to harvest and wrap the fruit trees in the orchard. After the final harvest of all the crops, youth work to plant winter and cover crops and otherwise put the garden to bed. The youth learn about compost and how to use what is often considered waste to improve the future of the garden. Over the winter, youth have worked to design improvements to the garden that will positively impact the lives of the gardeners. This has included working with University of Washington students to design fences and gates that take into account the gardeners needs and desires for their plots.

Intergenerational learning also took place in the garden. WILD youth worked with the gardeners to learn their needs for garden gates, but also learned about the crops being grown and traditional uses for health and healing. The elders shared their knowledge of gardening and herbal remedies and an additional presenter, who is a doctor, shared the western perspective of these traditional remedies. While there is often tension between western medicine and traditional remedies, there is often practices long used that can be backed by science when a dialogue exists. Additionally, WILD youth have worked with the Chinese Information Service Center (CISC) children's program and Tiny Trees preschool to teach them in the Children's Garden. Serving as a teacher and mentor solidifies the lessons the youth have learned and also helps them build confidence and leadership skills.

These garden lessons and projects not only expose the youth to the fundamentals of gardening, but also help the youth establish a sense of place and a connection to the earth. By working the soil and getting their hands dirty, a direct line is drawn between them and their food, even when it comes from a

restaurant or grocery store. When that connection is made a lifelong bond is formed and a desire to preserve and protect the land is developed. Even when COVID-19 rendered in person programming impossible, youth were able to continue to learn gardening basics and hone their skill with at home gardening kits sent to them by WILD staff. These home window boxes had the added advantage of bringing the garden home to the participants and families making it a project participated and enjoyed by all.

Outside of the garden, the WILD youth have worked with many partners on many projects and activities that have promoted environmental justice in the community and throughout the region. Working with Puget Sound Clean Air Agency, WILD youth learned the history and impact of air quality in the CID. Due to the lack of green space and proximity to the highway, the CID consistently has some of the worst air quality in Seattle. The neighborhood is also majority low-income Asian elders. Youth learned how to use air quality monitors to test and compare the air quality throughout the region and compare that to the air quality in the homes of the community elder. The youth then built, distributed, and showed the effectiveness of box fan air filters. Running these filter fans for a short period of time every day showed a dramatic decrease of fine particles (pm2.5) in these homes. In subsequent years youth revisited the elders' homes to distribute replacement filters and will continue to do so.

Cooking club is popular with the youth with many returners specifically coming back to repeat this program. Youth not only learn basic cooking skills and are walked through the process of making various culturally relevant dishes, but they also learn about nutrition and food justice. Culturally relevant and nutritious ingredients are often lacking in low-income communities of color, and the impact on the health of that community can be vast. Youth learn about the impact of food deserts and how to improve the nutrition of their community through cooking.

A major environmental justice issue is a disconnect between communities of color and public lands that are open to "all." National parks and national forests have a racist history segregating BIPOC individuals from being able to enjoy them unless under the pretense of working on improvement projects. We work to help the youth develop a level of comfort in the wilderness through a combination of fun educational excursions and service projects.

Working independently and with partners like the Washington Trails Association (WTA), United States Forest Service (USFS), Nature Conservancy, and others WILD has lead hikes in city parks, snowshoeing in the Mount Baker Snoqualmie National Forest, ethnobotany trips to Yellow Island in the San Juan Islands, camping trips, and trail work excursions. Taking the youth to places they otherwise may not visit and leading them in activities that they wouldn't normally do is an important effort to expand their horizons, but also learn that the outdoors and outdoor industry is a place where they can feel a sense of belonging. Completing trail work projects not only beautify the area and improve the quality of the trail, but working hard to complete a project gives the youth a sense of accomplishment that important for their self-esteem. The USFS introduces many potential career trajectories for the youth as public servants in the outdoors and will hopefully lead to a diversified workforce in the future.

Regional Benefits

Many of the projects listed above have resulted in regional benefits. Youth have worked with WILD staff to identify issue areas and determine areas of improvement. This has included for the neighborhood and its residents as well as the larger region. This also includes direct action taken by the youth as well as advocating for change.

The Washington Trails Association has a long history of improving and advocating for trails throughout the state. Over the course of this grant, WILD worked with WTA to improve trails that had fallen into disrepair and were negatively impacting user experiences. Youth planned and camped out on Orcas Island during the summers of 2018 and 2019 for a five day trail work party each year. Moran State Park has an array of trails, some of which had been impacted by rain and use and needed maintenance. The youth learned how to safely use tools such as shovels, rakes, grub hoes, and picks to make the required repairs. Each year, youth built turnpikes through their section of trail to improve drainage and prevent future washing out of the trail.

Our longest running partnership is with the Mount Baker Snoqualmie National Forest. During these five day camping trips into the forest youth worked on trail maintenance and environmental restoration. Youth were also able to work with the Forest Service scientist to take measurements on several projects. Youth worked with the regional botanist to help identify and locate a rare plant species and learned how to record the process. The Forest Service's hydrologist geared the youth up into waders and led them in the data collection process to determine the quality of the local river for salmon spawning.

After passing out the filter fans, the elders who received them experienced improved air quality in their homes. This is especially important during fire season, of which we had especially bad years in 2018 and 2020. The particulate matter that hung in the air from the fires compounded with the particulate matter already in the air in the CID. Having these filter fans with filters fine enough for pm2.5 has an important improvement on the respiratory health of the residents.

WILD youth have also worked with partners to complete clean-up projects and restoration in city parks. By doing so, youth are able to give back and develop a sense of purpose and ownership with the city's green space. In learning about urban ecology, youth also learned ways to support the wildlife in the city. Youth built and painted bat boxes in an effort to protect an important species in the Seattle area habitat.

Other work that the youth have done have been indirect service. Activities where people are getting their hands dirty are an important aspect of making and seeing a change in your surroundings. Doing so also builds a connection that is long-lasting. An even bigger impact can be made by bringing others into the work. Youth have educated peers and their community about air quality, compost, and green space at events such as the Dragon Festival, Hing Hay Park ping pong tournaments, and even advocating in Olympia. In spring of 2019, WILD youth produced a video about the impact of new construction projects in the CID. This video talked to the elders about their stories and how they would be affected by these new luxury condos. The environmental justice impact of unfair and unjust housing projects has been a key issue in the CID neighborhood for decades and continues today. Youth hosted a film screening whose attendees included a future city council member.

Obstacles and Challenges

The biggest challenge for the WILD program over this period is the same that practically all programs and people have been dealing with since the beginning of 2020-COVID 19. In March, InterIm closed its offices and all of in person WILD programming was put on hiatus. As we understood the impact of the pandemic and the magnitude of the health crisis, we decided to suspend programming for the remainder of the winter quarter. During the break in programming, WILD staff was redeployed to aid InterIm's efforts to support the community through grocery delivery and outreach for aid. The elders of the community were (and are) in the highest risk category and many did not have family who were able to help them. InterIm started a grocery delivery program to make sure the elders were not going without meals. InterIm also stepped up their outreach to the community so that community members were able to access the services provided by the organization and by our partners and government departments. We also reached out to the WILD youth to make sure that their families were also accessing any services they may need. WILD staff was dispersed amongst all of these activities.

Simultaneously, WILD staff worked to determine the best ways for the WILD program to move forward. It quickly became apparent that the closure of our office and limitations by the state would not be lifted before it would be time for us to resume programming. We decided on adapting our programming to be remote for the indefinite future. The form our programming has taken seeks to maintain the key elements that make WILD unique even as we drastically change the format. In order to keep a hands-on project-based program, we decided to meet with our youth online and have them work on projects with materials we send them. They then will show their progress to the group and receive some feedback and positive reinforcement throughout the process.

This change in how we offer programming has changed how we allocate our funding. Instead of spending more on transportation and food for in person activities and programs, we have spent much more on our project supplies and being able to ship them to our youth. We also had to adjust to working in

our homes and making sure that we could offer programming in as equitable a way as possible. We connected youth and their families to resources that would help them connect to the internet and chose to use the technologies with the lowest bandwidth threshold we could find.

As we determine the needs of our youth, we also take stock of the needs of staff. Since we did not know the length of time of the office closure, steps to equip home offices were not initially taken. Since our funding is limited and we want as much of it to go to our youth, purchasing equipment for staff has remained limited. No one could have predicted that working from home would last over a year. Because of that, we have made due with short term solutions for longer than anticipated.

A connected challenge we have experienced has been in recruitment. Our typical recruitment takes place in the local schools talking with the students directly and having a large cohort of youth joining us every quarter. While we have retained many of our returning youth and have seen greater participation by those individuals, recruiting new participants has been severely impacted. We have recruited through our partners and having youth bring in their friends and family, but the success rate has not been as high as when we recruited directly to the students at local high schools.

A long-term and ongoing challenge we face is transportation of the youth. Pre-COVID, we were limited by cost and access to vehicles. When we planned outings we often had to turn interested youth away because there would not be room in the passenger vans that were rented. While other options were being looked into, passenger van rentals were expensive and time consuming, but offered the greatest flexibility at the lowest cost. Now, as we look to returning to in-person programming, transportation remains a concern with a focus on health and safety for participants and staff.

Another ongoing challenge is staffing our programs and activities. There are many different and sometimes disparate themes and requirements for the WILD program. And programming runs nearly constantly through each season. While this offers the most variety to meet the needs and interests for the youth, it does present us with the challenge of always running and planning program on a staff that consists of 2.5 people through most of the year. During COVID, we have also not had the help we normally get in the form of volunteers and interns. We have had fewer opportunities to work with those other helpers and the capacity in which those who have joined us can help has been drastically changed due to in-person restrictions. Even as we plan for the future of in-person programming post-COVID, funding for additional staff would make this process easier.

Lessons Learned and Recommendations for Future Projects

A major lesson learned is flexibility for the outcomes of the projects and requirements of the funding. While we hope that we will never again experience an interruption to our programming as drastic as the pandemic, being able to pivot to meet the needs of our participants has been key.

Many of our outcomes focused on direct action by the youth which became impossible during COVID. Our response was to create new opportunities that led to the same type of lessons learned and had indirect action components. Youth learned about environmental justice and how to be a leader in their community and social circle to advocate for environmental practices and policies. While the youth could not participate in clean-ups or trail work, they were able to bring those activities closer to home and still have an impact on their environment through community outreach.

Our youth transportation costs dropped to zero but our project costs grew as we were sending the materials to each of our youth participants. While shifting the nature of some of our funding helped us meet the moment with our youth, there were still limitations to how we could address our issues. Since we were working from home, we shifted from using our office phones to requiring much more use of our cell phones. The cell phones we had previously had were woefully out of date and hindered our ability to contact our youth. The funding to pay for these new devices had to come from other funding within the organization outside of the WILD budget.

Long-term Sustainability

The WILD program has lasted for over 20 years through investment by the community and strong partnerships. Apart from KCD, the WILD program receives funding from the City of Seattle Human Services Department, the US Forest Service, and Schools Out Washington. Several of these grants are multi-year and/or have been renewed multiple times. Throughout its existence, the WILD programming has been funded through a variety of grants and works with the InterIm grant writer to keep the program funded.

Our partnerships have sustained many years as well. Working with organizations like the Washington Trails Association and USFS, WILD is able to take youth on extended camping trips and expose them to opportunities and professionals that would otherwise be challenging for those youth to access. Even during remote programming, WILD worked with those partners to create online programming for the youth to still participate in some way, even though in-person activities were impossible.

Much of our programming is connected with other aspects of the InterIm organization. The Danny Woo garden, food and community programming, and employment navigation are all aspects of the organization that are independent and work with the WILD staff to create programming for the youth. While the youth often help with the tasks and projects with the garden, the long-term stability of the garden exists through its own team.

Finally, WILD has been granted an additional grant with KCD. This grant is also over three years and will help fund the program staff and expenses. Continuation of these projects are made possible by grants such as this and having grants that last multiple years allow the focus of the staff to lie on the needs of the youth and less on ensuring that there will be funding for the next budget cycle.

I certify that the project has been completed, all expenditures have been paid, and the final report has been received by the District.

_____,
District Representative

Date: _____

I certify that the project has been completed, all expenditures have been reported, and the final report has been completed and submitted to the District.



Andrew Asaki (Mar 4, 2021 17:02 PST)

Grant Recipient InterIm CDA WILD

Name: Andrew Asaki WILD Program Manager

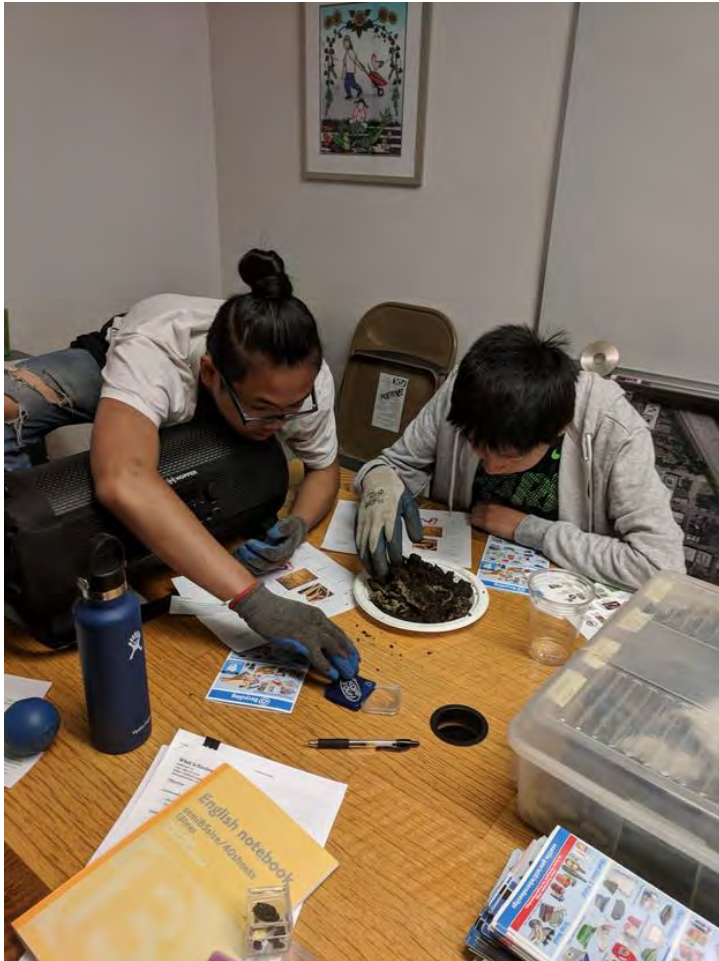
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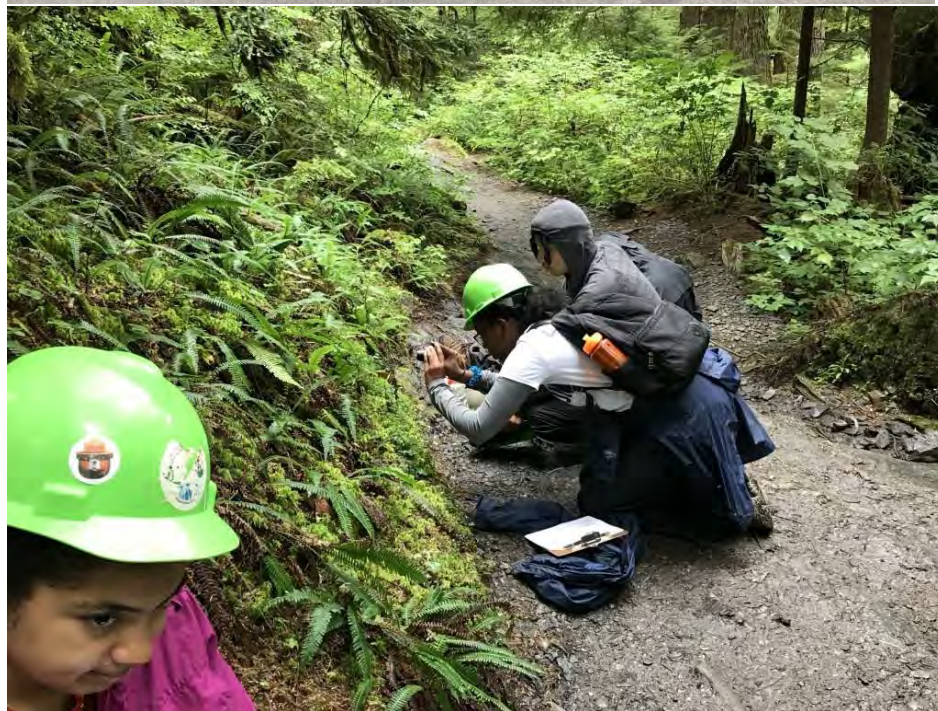
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KCD 2017 final report photos.pdf









King Conservation District Board of Supervisors Meeting
Agenda Action Briefing/Report
Meeting Date: March 8, 2021

ACTION ITEM:

SUBJECT: Regional Food System Program: Farm Business Support and Technical Assistance Initiative – Approval of Winning Proposal

The Farm Business Support Initiative is one of four identified in KCD's current ILA as a core part of the Regional Food System Program. In January, the Board approved advertising a Request for Proposals (RFP) to hire a consultant or team of consultants to lead and manage a comprehensive farm business support and technical assistance program in King County.

The program will coordinate current service providers to assist farmers in accessing business planning and management opportunities and connecting to technical assistance to create viable farming operations. Local food businesses are eligible to participate in this comprehensive programming if they can demonstrate they are sourcing products substantially from King County farms.

The RFP submittal deadline was February 15th. Review and ranking by KCD Staff and regional food system stakeholders was February 24th. This Action Briefing/Report forwards the reviewers highest ranked proposal for Board approval.

FISCAL IMPACT

This project is one of four Strategic Initiative projects planned and budgeted in the KCD-King County ILA within the Regional Food System Program. Total funding for the four Strategic Initiative grants is budgeted at \$600,000 per year for the term of the ILA. This project is budgeted up to \$150,000 in 2020/2021, with the option for renewal each year for an additional four years.

STAKEHOLDER INTERESTS

- Staff and board members of King Conservation District
- Regional Food System Stakeholders
- King County Local Food Initiative and Kitchen Cabinet
- Grant Applicants
- Community of reviewers (KCD staff and regional stakeholders)

BACKGROUND

In 2015, KCD established the Regional Food System Program based on work of the King County Kitchen Cabinet and engagement with a wide range of local food system

King Conservation District Board of Supervisors Meeting
Agenda Action Briefing/Report
Meeting Date: March 8, 2021

advisors. The program offers annual competitive grants, and longer term, sustained strategic investments, to support the Executive's Local Food Initiative (LFI).

Regional Food System Program Overview

Major gaps in our region's food system were identified by the King County Kitchen Cabinet in 2014 and detailed in the LFI. More support is needed in the production, distribution, processing, and storage of locally raised farm products. Significant barriers to land, capital, equipment, and markets prevent new farmers from starting farms and existing farmers from scaling up to a sustainable level.

KCD's Regional Food System Program supports efforts across King County to develop a food system that is sustainable, resilient, and equitable. Through a combination of grants and strategic initiatives, KCD focuses on improving production, consumer demand, and equitable access to healthy, local food.

Looking Forward

Since 2015, KCD has funded successful start-up farm cooperatives, community-based site redevelopments, expanded organizational capacity, increased food access, and other grass-roots tools for improving the regional food system.

In 2019, KCD sought extensive input from regional food system stakeholders, the King County LFI team, and farmers across the region. This input was distilled, vetted, and ultimately incorporated in KCD's current five year ILA. Through that process, KCD and its food system working group of external partners have identified four primary areas for Strategic Initiative investments over the next 5 years:

- Working Farmland Access – connecting future farmers to land and current farmers to expanded land opportunities.
- **Farm Business Support and Technical Assistance Coordination** – Address barriers facing farm businesses, including business and capital access support, marketing opportunities and readiness, accounting and recordkeeping, farm transition planning, etc.
- Institutional Purchasing – working with schools, hospitals, corporate campuses, etc. to source locally, and with farmers to prepare for these markets.
- Infrastructure Support - including shared processing, packing, storage, refrigeration, distribution, as well as access to loans for farm structures and equipment, and associated assessments for regional infrastructure needs.

Project Focus

This Project Scope and Budget is focused on the Farm Business Support and Technical Assistance Strategic Initiative area.

King Conservation District Board of Supervisors Meeting
Agenda Action Briefing/Report
Meeting Date: March 8, 2021

The ultimate goal of this work is to facilitate education and the diversity of technical assistance to farm businesses across King County and thereby bring more land into production, increase the number of farmers farming in King County, increase farm sales, and ultimately, increase the economic viability of the county's farm businesses and farming communities.

In 2020, District staff partnered with King County and, incorporating stakeholder outreach, developed a multi-year strategic farm business support and technical assistance plan to get more targeted and measurable results towards the goals of assisting farmers decrease start-up and expansion costs; enhancing recruiting, training, and technical assistance programs for new farmers, with consideration of diverse cultural and language needs; and increasing sales of King County farm products (Goals identified in the LFI).

EFFECTIVE DATE: March 8, 2021

RECOMMENDATION

Staff recommend that the Board accept Business Impact NW and collaborative partners Viva Farms, Tilth Alliance, SnoValley Tilth, and Food Innovation Network, as the winning proposal for the Farm Business Support and Technical Assistance project and direct staff to enter into contracting with Business Impact NW.

MOTION

_____ Moved, _____ Seconded: Motion to accept Business Impact NW as the winning proposal and direct KCD Staff to enter into contracting with them for the Farm Business Support project.

King Conservation District
800 SW 39th St, Suite 150
Renton, WA 98057

February 14, 2021

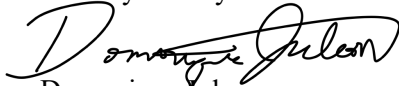
To Mary Embleton, Senior Program Manager:

Business Impact NW is excited to submit the following proposal and hopes to partner with the King Conservation District for \$ 150,000.00 to expand our business services to King County farm business. This project will be an extension of our Food Business Resource Center (FBRC). The FBRC is a Business Impact NW program that provides tailored technical assistance, one-on-one coaching, and access to resources for small food and farm businesses at all business development stages and across multiple food and farm sectors. The current FBRC team works with many partner organizations, including farmers groups, kitchen incubators, regional food system initiatives, public agencies, eaters, and other businesses throughout Washington State, to bring together our robust network supporting food and farm businesses.

Business Impact NW is well suited to partner with KCD. Our mission is to grow businesses that create jobs in underserved communities, which means all our programs are focused on equity and inclusion. By providing business counseling, classes, and access to business capital to communities of color, low-income individuals, women, veterans, LGBTQ+ and immigrant communities, Business Impact NW has expanded the opportunity for business success, decreased unemployment, and stimulated the economic life of local communities since 1997. In 2020 alone, Business Impact NW was able to help start 109 new businesses, train or counsel 4,802 entrepreneurs, create and retain 645 jobs, and loan over \$11.6 million to small business owners. In response to COVID-19, we have administered 370 COVID-19 relief loans and adjustments, provided 214 PPP loans totaling \$6.5 million to small businesses who could not get them anywhere else. Of these PPP loans, 43% went to small business owners of color. A partnership with KCD enables us to increase our services specifically to King County farmers and food businesses that sustainably source from King County farms.

Business Impact NW operates with an 11-person board, plus a diverse staff of 33 full-time and three part-time employees. With an annual operating budget of just over \$3.6 million, Business Impact NW and its programs serve Washington, Oregon, Idaho, and Alaska, focusing on the Puget Sound and Northern Oregon regions. Business Impact NW is a well-established nonprofit with a strong history of running quality programs while being flexible and agile to adapt to small businesses' emerging needs. We would be honored to bring our organizational assets to better serve the over 1,600 farms in King County.

Thank you for your time and consideration,



Domonique Juleon
Chief Program Officer
Business Impact NW

domoniquej@businessimpactnw.org

Table of Contents:

Cover Letter

Written Proposal..... 1-10

 I. Organization and Management 1

 I. Qualifications and Related Experience 3

 II. Approach to Scope of Work 5

Proposed Budget..... 11

Appendices

 1. Appendix A: Team Resumes

 2. Appendix B: Three References

 3. Appendix C: Work Samples

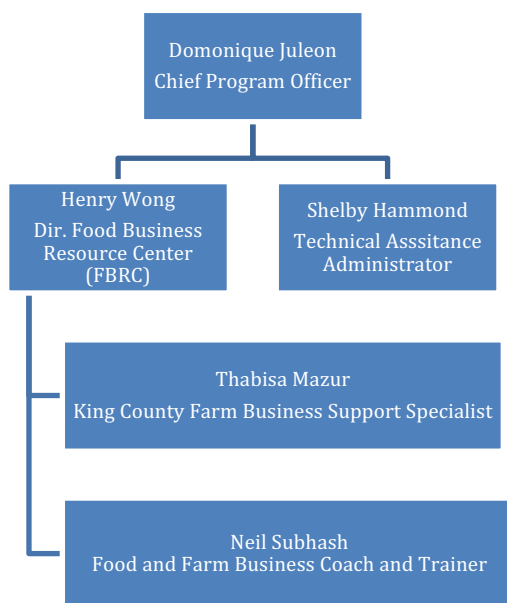
 4. Appendix D: Strategic Partners MOU's

Business Impact NW KCD Program Proposal – Narrative

Organization and Management

(1) Composition of the team, with responsibilities, skills, areas of expertise, and years of experience for each team members; appropriateness of the teams experience related to the scope of work

The work team proposed for this scope of work includes key members of the Business Impact NW Technical Assistance Department, specifically from the Food Business Resource Center. Below is an organizational chart of the project team followed by detailed information about each staff, responsibilities, skills, and areas of expertise.



The project executive on the team is Domonique Juleon, Chief Program Officer. Domonique has seven years of experience with Business Impact NW in business coaching and leadership roles. Domonique holds a BA in Economics from the University of Washington and an MBA from Presidio University, focusing on Sustainable Food and Agriculture Systems. Domonique was vital in leading the early planning and community building leading up to the launch of the Food Business Resource Center at Business Impact NW. As the project executive, Domonique will provide strategic leadership, organizational and program compliance, and community outreach to the KCD proposed work scope.

The KCD project lead Henry Wong is the Director of the Food Business Resource Center (FBRC) at Business Impact NW. Henry has ten years of hands-on experience in the food industry as the former owner of a food truck and the Vice President of Operations/Owner of W3 Strategic Management Group which provides consulting to food truck

businesses. Besides his direct industry experience, Henry has four years of program management experience in nonprofit organizations providing technical assistance services to food and farm small businesses. Henry holds an Executive Certification in Social Impact Strategy from the University of Pennsylvania, L2 Consultant Trainer for the Food and Finance Institute through the University of Wisconsin. As the project led, Henry is responsible for ensuring all project metrics are collected and reported per work scope. Henry is also accountable for staff management, community partner outreach and coordination, and project timeline deliverables.

Neil Subhash, the FBRC Business Coach and Trainer, has over years of experience has ten years of experience in farming and eight years of experience as the owner and operator of an organic farm in WA state. Neil is deeply connected to the WA farmers community and is a member of the Seattle Neighborhood. Farmers Market board as the Farmer Board Representative and Executive Committee Member, the Secretary of the Snoqualmie Valley Farmers Cooperative, and the Chair of the Sno-Valley Tilth Board. Neil holds a BA in Community Development & Applied Economics from the University of Vermont. Neil's responsibilities support the King County Farm Business Support Specialist by providing additional one-on-one coaching focused on farm financial management and loan readiness.

Thabisa Mazur, the King County Farm Business Support Specialist, has over five years of experience working on and around farm businesses. Her expertise includes farm operations, production, farm safety, distribution, and creation and delivery of trainings. Thabisa holds a BS in Horticulture from Iowa State University and a Produce Safety Alliance Training and Certificate. Her skill with conversational Spanish and American Sign Language is an asset to the program. Thabisa's has a history and passion for supporting BIPOC farmers and fostering community. Her addition to the team ensures deep connections with the food and social justice advocacy in the program outreach, training, and one-on-one coaching. Thabisa's role in the project will be working directly with King County individual farms to ensure they have the tools and skills to succeed. Farmers in this program will receive services directly from Thabisa, be referred to other FBRC team members, be referred to a cost-share bookkeeper, accountant, or marketing expert professional, or be connected with a partner organization. Thabisa's responsibilities include active outreach to community partners who can assist King County farmer businesses.

Shelby Hammond, the Technical Assistance Administrator, will provide administrative support to this project. Shelby brings three years of nonprofit administrative assistance experience and one year of experience with Business Impact NW in the TA Administrator role. For this project, Hammond will provide administrative support in various ways, including supporting project reporting, invoicing, scheduling, general inquiry management, client intake, and other administrative processes.

(2) Team's experience working together and coordinating efficient and effective delivery of work products.

This work team, except for Thabisa Mazur, whose hire is contingent on this scope of work, has comprehensive experience efficiently and effectively executing Technical Assistance programs for under-resourced farmers in Washington. Even before the Food Business Resource Center formation, Domonique and Henry worked with the entire Business Impact NW team to improve internal processes to help farmers, create specific training for food and farm entrepreneurs, and conducted outreach to food and farm entrepreneurs. An example of this work includes our 2016 & 2017 Food Biz Days. Examples of more recent work projects of the proposed team include;

- "Ready to Sell" Farm E-Commerce Program Pilot and subsequent King County focused program in 2020.
- Packaged Food On-Demand Course done in collaboration with Ventures Nonprofit and Food Innovation network went live in 2019.
- Over the last year and a half, this team has successfully hosted three Food Finance Boot Camps, with the most recent one done in collaboration with Craft3, focusing on producers in Washington and Oregon.
- In 2020 the team worked to revamp and relaunch Food Biz Day with expanded farmer-specific training and panels. This event launched at the beginning of COVID-19, and the team was able to make a swift and effective change to online and still had over 100 people attend.
- Over the last few months, the team has ensured Food Biz Week 2021 brings together a stellar line up of speakers and content. To date, there are over 160 registered for the event. This event includes a day focused on farm businesses. Food Biz Week consists of a collaboration with Sustainable Connections and Seattle Good.
- The team has recently completed developing and will be launching two additional on-demand courses in the next several weeks. These are (1) An on-demand version of the e-commerce training from the live activities with Hmong language support and (2) Farm Finance Trainings 3-part course.

Through the successful launch and implementation of these programs over the last two years, the work team proposed in this work scope demonstrated an ability to effectively deliver valuable training and collaborate with internal and external partners.

(3) Management approach

The management style of this work team, in alignment with the management style of Business Impact NW, is collaborative. A collaborative management style creates an open forum for ideas to be discussed thoroughly before making decisions based on majority rule (valamis.com). In a collaborative management approach, the staff is empowered to take ownership of outcomes, feel trusted, engage in open communication. Our experience with this management style has decreased turnover and increased employee engagement, innovation, and creativity. Business Impact NW also has a well-established and robust onboarding process that allows new employees to thrive as contributing team members quickly.

(4) Demonstrated understanding of an effective relationship with a client such as KCD.

Business Impact NW understands how to cultivate effective relationships with funders, community partners, and governments. Business Impact NW understands the need for transparency, timely delivery, and reporting when working with publicly funded dollars. Business Impact NW has strong internal policies and conducts an A-133 audit annually to ensure compliance on all grants and contracts. Our recent project with King County for the "Ready to Sell" Farm E-Commerce Program is one of our many projects that demonstrates our ability to work efficiently, creatively, and responsibly with clients such as KCD.

II. Qualifications and Related Experience

Business Impact NW project examples relevant to the proposed scope of work are listed below.

Project Example #1

Name of client: Washington State Microenterprise Association (WSMA)

BINW Relationship to project: Prime

Total Fee: \$10,000

Contract completion date: June 30, 2019

Business Impact NW Project Lead(s): Henry Wong & Domonique Juleon

Project Description: To increase Business Impact NW capacity and programing available through our Food Business Resource Center to rural and underserved micro enterprises through a targeted on-demand easily accessed course focused on value-add packaged foods. The course was a high-level introduction to what entrepreneurs, small business owners, and farm businesses need to know when considering adding or starting packaged food businesses. Participants who took this course increased their knowledge base and learned how to access one-on-one resources offered by the Food Business Resourced Center at Business Impact NW and other resources available to them as a microenterprise. The course was developed in partnership with Ventures Nonprofit and Food Innovation network. This course is still offered on-demand to this date.

Measured Results: Results were measured through training attendees, attendee demographic and rural information, business starts, and revenue growth. The program to date has had over 72 attendees. Volunteer participant information we know 20 attendees were rural, 19 non-white, 26 women, and 5 veterans. Of the businesses who attended, 42 were pre-startup, and 26 were already in business. Attendees who participated in the training later reported a total of 2 additional jobs created, a \$15,0000 increase in sales, and 7 new business starts.

Client Contact Info: Lisa Smith lisa.wamicrobiz@gmail.com 360.480.8048

Project Example #2

Name of client: King County

BINW Relationship to project: Prime

Total Fee: \$125,000

Contract completion date: December 31, 2020

Business Impact NW Project Lead(s): Henry Wong & Neil Subhash

Project Description: The "Ready to Sell" offered by Business Impact NW provided wrap-around e-commerce and business coaching services for small farms to make necessary adaptations for doing business during the COVID-19 era. As part of the program, farmers chose between three technology platforms designed to support agricultural e-commerce. To inform their choices and bolster their likelihood of success on the platforms, BINW offered supplemental training, including marketing strategies by farmers currently on the platforms, a discussion of emerging trends in e-commerce, and direct support from farmer mentors and the platforms themselves to answer individual questions and ensure participants' success. The project's additional scope included working with marketing providers to provide additional training, toolkits, and graphics and the development of the material into an on-demand course with Hmong interpretation support.

Measured Results: This program tracked program registration, data on participants' farm income, location, and current needs. Sixteen farms participated in the program, including five (5) vegetable farmers, five (5) flower farmers, one (1) livestock farmer, and five (5) mixed category farmers. The farmer's average revenue in 2019 was \$42,000, and 50% had no e-commerce selling experience before the program. We hope to reach out to these farmers mid-year to learn how the program impacted sales, jobs, and other measurable outcomes.

Client Contact Info: Michael Lufkin King County Department of Natural Resources and Parks,
michael.lufkin@kingcounty.gov 206.447.2331

Project Example #3

Name of client: U.S. Small Business Administration

BINW Relationship to project: Prime

Total Fee: \$178,000 Federally Funded/\$89,000 Required Match

Contract completion date: September 29, 2021

Business Impact NW Project Lead(s): Henry Wong

Project Description: This grant is a primary funder for our 2021 expansion of the Food Business Resource Center. PRIME funding is enabling Business Impact NW to broaden its work with low-income rural-access programs to the food and farm sector across the state of Washington. The SBA funding has increased our ability to target food and direct-to-consumer farm businesses with in-person and online training and one-on-one service. Training includes a Farm Finance Series, continuous delivery and expansion of current on-demand offerings, and development of our recent 7-week Launch & Grow series to focus on food businesses. This work includes collaboration with Viva Farms and the Food Innovation network. These training will be offered in both English and Spanish as needed or requested.

Measured Results: With PRIME funding, Business Impact NW is on track to provide education, training, and mentoring to at least 250 disadvantaged entrepreneurs in the sectors of small-scale farming and food businesses.

Client Contact Info: Robert Karasek, Financial Analyst, U.S. Small Business Administration
robert.karasek@sba.gov 202-205-7171

III. Approach to Scope of Work

(1) Project Vision

Business Impact NW's vision for this project is to increase King County's over 1,600 farm businesses' viability and sustainability through increased access to business services and resource connections. We recognize the fantastic work done by KCD and King County to support farmers through various programs and the collection of resources found FarmKingCounty.org. We plan to build on this work and increase the accessibility of these resources and programs by providing one-on-one navigation matching King County farmers with the services that meet their current needs. Many farmers may succeed in finding the help they need through websites or internet searches. Still, we also know that many farmers become frustrated quickly when resources they find have calendars with no listed events, only offer fee-based services, or reach out to referral partners who are not prepared to work with farm businesses' complexity. Our team will work closely with community partners to understand the services and programs they offer to ensure our referrals are current and fit our clients' needs. In addition to one-on-one assistance, our proposed work scope includes the development and delivery of training only when we believe the training fills a gap or can serve to support our community partners' work.

Our plan to deliver and actualize this work is to expand our Food Business Resource Center capacity. To increase our capacity, we will hire Thabisa to be our King County Farm Business Support Specialist and mobilize the entire FBRC team to work with King County farmers, develop relevant training, and increase outreach to community stakeholders. We will also use program funds to facilitate and provide free or reduced professional bookkeeping, accounting, and marketing services to ensure farm businesses have the infrastructure to succeed and grow. Too often small scale farmers struggle to find affordable professional service providers who are familiar with farm business needs.

By utilizing both in-house expertise and regional expertise, our project will support the King County food system's economic sustainability, resiliency, and equity. By better connecting service providers to clients, we also decrease duplication of service providers' efforts and amplify the work or partner organization. As the direct result of this program, we anticipate the prevention of new or small farms from closing, increase the number of jobs available on small farms, and preserve farm ownerships as a pathway to economic stability for under-resourced communities.

(2) Collaborative approach to deliver farm business support services and technical assistance.

This proposed scope of work will harness Business Impacts NW's regional connections to provide targeted resources directly to King County farm and food businesses. Central to the Food Business Resource Center's approach is collaboration. The FBRC works across Washington state with partner organizations, including farmers groups, kitchen incubators, regional food system initiatives, public agencies, eaters, and other businesses, to bring together our robust network to support farm businesses. As we do with all our projects, strategic partners have signed an MOU that will take effect if this program is funding. Each strategic partner serves unique and diverse clients in their communities.

This program would not be complete without the strong community partners to ensure strategic outreach and collaboration. The strategic partners are Viva Farms, Tilth, Sno-Valley Tilth, and the Food Innovation Network, all of who will assist with strategic outreach in the following ways. Our partner, Viva Farms, will deliver a joint training project, refer to current Viva Farms practicum students, and share the program resources through their newsletter or social media. Our strategic partner for this project, Tilth Alliance, will deliver a podcast or Farm Walk, with general FBRC and the specific KCD program business service content while highlighting the one King county farmer. Our partner, the Food Innovation Network, will work with their food access program and current land access program in South King County to share services, make referrals, and evaluate ways to encourage King County food businesses to source from

King County farm business. Our partner Sno-Valley Tilth will also deliver a joint training or networking event, directly refer clients to our resource navigator, and share program resources to their network of 100 farming individuals.

The project will also work to establish an extended network of partners beyond the identified strategic partners that reflects the racial, scale, economic, and geographic diversity of King County farmers. The project team will dedicate time and resources to cultivate network partnerships by attending events, meeting with partner organizations regularly, and coordinating logistics for meetings, training, and events as needed. A strengthen the ecosystem, create efficiencies, and ensure that farm businesses can easily access networks they need.

Additionally, this project's course curriculum and other curriculum created through the Food Business Resource center will be available for local or regional partners to use in their programs. Business Impact NW staff will be available to deliver training live as requested by community partners or train the trainer (when health restriction allows). Besides providing direct client services, the King County Farm Business Specialist will be engaged with the King County food and farm ecosystem attending stakeholder meetings, providing updates on available programming, and facilitating connections to resources for King County Food and farm businesses. This project will work to leverage the current funding to grow and create a diversified funding model to support the King County focused work beyond the term of this project grant.

(3)Methods to accomplish the work and meet project goals. Particularly ensuring partnerships and participation in planning, curricula development/training reflects the racial, scale, economic and geographic diversity of the farming community in King County

Business Impact NW has over 24 years of experience working with underserved entrepreneurs; people of color, immigrants, women, Veterans, low-to-moderate income populations, rural, and members of the LGBTQ+ community. We have a history of designing programming tailored to underserved communities' unique needs and prioritize creating racially, regionally, culturally, and economically responsible curricula. Within the Food Business Resource Center specifically, we have focused on creating programming that reflects the farming community's geographic, racial, cultural, economic, and linguistic needs. Ensuring our programming is free to low-cost, the FBRC has demonstrated our awareness of the economic pressures facing King County and all farmers. A recent example of our ability to create racial and culturally responsive programming for farmers was the "Ready to Sell" Farm E-Commerce Program - King County. We worked with a community partner to ensure language and cultural accessibility to Hmong farmers. Our organizational history combined with key strategic partnerships makes this proposal uniquely qualified to plan, develop, and execute curricula and technical assistance services response to the King County farming community's diversity.

Fundamental to the FBRC's approach is serving as a resource hub and connector for our food business to local organizations throughout Washington to advance environmental, economic, and food justice issues. For this project, Business Impact NW has ensured that our strategic partners for this project, Viva Farms, Tilth, Sno-Valley Tilth, and the Food Innovation Network share our commitment to serving the diversity of the King County farming community and bring tangible experience operating and working with these communities.

(4) Measurement of success or effectiveness for this project

Data is collected when clients begin working with us, updates collected quarterly, and satisfaction surveys regularly sent. To measure and evaluate this project's success and effectiveness, the project team will collect data from King County farm businesses and individuals. Qualified food businesses who self-certify they currently or plan to source sustainably for King County farmers will also be eligible to receive services and count towards the below program goals.

The FBRC Program Director Henry Wong and Business Impact NW Chief Program Officer Domonique Juleon conduct quarterly and annual evaluations to continuously monitor the program's progress toward obtaining yearly program goals.

Program Goals and Metrics

Metric Type	Goal
# of unique businesses served through one-on-one services	65
# of one-on-one sessions conducted (15 minutes or more)	120
# of attendees to on-demand, live, and in-person training	50
# of farm (and qualified food) business starts	7
# of businesses reporting access to capital	15 (22%)
# of businesses reporting an increase in revenue growth	39 (60%)
# of food or farm jobs created or retained	30
# of outreach meetings attendee or coordinated	20

All program outputs and outcomes are collected through our customer relationship management (CRM) system specifically designed for economic development technical assistance.

Business Impact NW KCD Program Proposal – Summary Matrix

Activity / Task	Description	Deliverables	Goal Outputs & Outcomes, as applicable
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Task 1: Partner Coordination & Outreach

Working with identified strategic partners	Work with strategic partners to execute identified deliverables identified on program MOU's to ensure program outreach goals.	<ul style="list-style-type: none"> • Joint training • Invites to FBRC to present • Podcasts or Farm Walk • Direct Referrals • Newsletter and social media shares 	Outputs: 5 Joint training or events 3 Invites to present 1 Podcast or Farm Walk 15 Direct Farm Referrals for services
Increase network of partners	Identify and create a coordinated network of organizations providing business training, capital, land access, incubator resources, etc. The project team will coordinate and attend meetings with network partners.	<ul style="list-style-type: none"> • Meet with partners • Document partners resources and activities 	Outputs: 10 meetings with potential network organizations Document or database of current resources

Task 2: Farm business support / training

Deliver relevant and useful training	Focus outreach about On-demand Farmer Finance Training and Ecommerce training to King County. Work with partners to deliver or	<ul style="list-style-type: none"> • Outreach to promote these available trainings • Deliver in person as requested 	Outputs: 50 King County farmers attend on-demand Outcomes:
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	create referral relationships to ensure visibility and use of these trainings.	<ul style="list-style-type: none"> • Provide Farmer Finance Curriculum if requested 	80% of farmers report increased knowledge after attending a training
Facilitate advanced finance class for food and farmer businesses	Facilitate delivery of the University of Wisconsin Food Finance Institute's Food Finance Boot camp training for a cohort of direct sales farms during the program. This 4-day course targets businesses in the food sector looking to grow. The FBRC hosts this course annually. This King County specific deliverable will recruit 4 King County food and farm businesses and subsidize their cost to attend.	<ul style="list-style-type: none"> • Facilitate and deliver Food Finance Boot camp • Recruit 4 King County farmers 	<p>Outputs: 4 King County Farmers attend the Food Finance Book Camp</p> <p>Outcomes: 100% of farmers attending boot camp report increased knowledge of financing and growing after attending the training.</p>
Develop additional business training	Work with community partners to identify additional training needs. Work with partners to ensure any training delivered meets their needs. Topics may include: Direct Sales Marketing, Loan Readiness, Post COVID Marketing, Enterprise budgeting	<ul style="list-style-type: none"> • Develop 1-2 trainings • Delivery 1-2 trainings 	<p>Outputs: Develop 1-2 additional trainings to serve King County Farmers Delivery 1-2 additional trainings</p>

Task 3: One-on-One Assistance

Provide individualized business support or resource navigation services	Work directly with farm businesses to provide business coaching on the topics that include but are not limited to financial management, marketing, business planning, entity creation, strategic planning, etc	<ul style="list-style-type: none"> • Work with King County farmers via phone, video conference, and as able face to face 	<p>Outputs: 65 unique farmers utilize one-on-one services 120 coaching sessions provided</p> <p>Outcomes: business starts increase revenue access to capital jobs created or retained</p>
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Provide access to low cost or free professional services on an individualized basis	Work with farm businesses individually to identify their current marketing, bookkeeping, and accounting needs. If professional assistance will increase their business's stability, they will be eligible to receive free or low-cost services. Program funds and need will determine	<ul style="list-style-type: none"> • Create a pool of bookkeepers, accountants, and marketing professionals ready to work with farmers • Coordinate and administer cost-share or free services 	<p>Outputs: 20 unique farm businesses receive access to low cost or free professional services</p> <p>Outcomes: business starts increase revenue access to capital jobs created or retained</p>
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Task 4: Data Collections and Evaluation

Client Data Collection	Data will be collected from clients when they begin working with any member of the FBRC Team. Data will include voluntary demographic and economic data. Quarterly clients will be sent a metric survey to gather business growth and outcome-based data. All data will be collected and tacked in our secure cloud-based CRM, including demographics and survey information.	<ul style="list-style-type: none"> • Administer regular client surveys 	<p>Outputs: Regular intake Quarterly Surveys</p> <p>Outcomes: Ability to capture outcome-based data to track and the progress and impacts of the program</p>
Analyze all program metrics and budgets	Review program data and metrics from in house systems. Collect data from partners per agreed MOU's to be included in quarterly summaries. Regular review of program metrics and outcomes will keep funders informed, allow for adjustments if needed, and ensure transparency	<ul style="list-style-type: none"> • Review Program Outputs and Outcomes • Collect data from partners • Summarize data and expenses in quarterly reports 	<p>Outputs: 3 Quarterly Reports 1 Final Report</p> <p>Outcomes: Regular review of program metrics and outcomes</p>

Regional Food Systems Grant 2021 Budget Worksheet

APPLICANT	Business Impact NW		PROJECT TITLE	KCD Project Proposal / Farm Business Support Services	
BUDGET ITEM		COST BASIS		UNIT DESCRIPTION (Hours, etc.)	GRANT AMOUNT
Staffing					
ITEM	SALARY	BENEFITS	UNITS		
Dedicated King County Farm Business Support Specialist Salary and Fringe Benefits - Thabisa Mazur (Contingent Hire)	\$ 51,000.00	\$ 11,200.00	1	100% Annual salary cost allocated to supporting KCD Program	\$ 62,200.00
Food and Farm Trainer and Business Coach -Neil	\$ 12,800.00	\$ 2,800.00	1	25% Annual salary cost allocated to supporting KCD Program	\$ 15,600.00
Food Business Resource Center (FBRC) Program Director - Henry Wong	\$ 9,000.00	\$ 2,000.00	1	15% Annual salary cost allocated to supporting KCD Program	\$ 11,000.00
Chief Program Officer - Domonique Juleon	\$ 3,800.00	\$ 800.00	1	5% Annual salary cost allocated to supporting KCD Program	\$ 4,600.00
Support/Administrative Staff - Shelby	\$ 7,100.00	\$ 1,600.00	1	15% Annual salary cost allocated to supporting KCD Program	\$ 8,700.00
					\$ -
					\$ -
Subtotal					\$ 102,100.00
Project Supplies					
		UNIT COST	UNITS		
No direct supplies anticipated for the project.					\$ -
					\$ -
Subtotal					\$ -
Contracted Services					
Viva Farms - Strategic Partner	\$ 5,000.00		1	Deliver (1) joint trainings and refer current practicum students to FBRC Services. Help with strategic outreach of KCD Business Services program.	\$ 5,000.00
Tilth - Strategic Partner	\$ 5,000.00		1	Will deliver a podcast/Farm Walk with FBRC business service content and a King county farmer. Help with strategic outreach of KCD Business Services program.	\$ 5,000.00
Sno-Valley Tilth - Strategic Partner	\$ 5,000.00		1	Deliver a joint Training and Networking Event. Educate current farm access cohort about FBRC resources. Help with strategic outreach of KCD Business Services program.	\$ 5,000.00
Food Innovation Center - Strategic Partner	\$ 5,000.00		1	Work with their food access program and current land access program in South King County. Help with strategic outreach of KCD Business Services program.	\$ 5,000.00
Contracted Professional & Software Services - marketing, branding, graphics, photography, and web development,	\$ 80.00		45	Cost share of professional services and software as needed to farm businesses	\$ 3,600.00

Regional Food Systems Grant 2021 Budget Worksheet

Interpretation & Translation Costs	\$ 1,497.00	1	Up to this amount will be billed to this contract. If needed other funds will be raised or used to fund additional translation requests.	\$ 1,497.00
FFI University of Wisconsin Farm Focused Bookcamp - Virtual	\$ 200.00	4	Cost to subsidize 5 King County Farmers in the program	\$ 800.00
Bookkeeping and Accounting CPA - Contracted	\$ 125.00	29	Cost share of professional bookkeeping and accounting services as needed to farm business.	\$ 3,625.00
Subtotal				\$ 29,522.00
Transportation				
MODE	MILEAGE RATE OR OTHER	MILES OR OTHER UNIT		
All transportation will be covered by other grant or general Business Impact NW funds				\$ -
				\$ -
Subtotal				\$ -
OFFICE EXPENSES (Broken down unless requesting a blanket overhead rate)				
OPTION A: Itemized				
ITEM	UNIT COST	UNITS		
option B is selected				\$ -
Subtotal				\$ -
OPTION B Overhead (alternative to itemized office expenses)				
Portion charged to the grant cannot exceed 25% of the total for salaries and benefits		18%		\$ 18,378.00
OTHER				
				\$ -
Subtotal				\$ -
PROJECT TOTAL				\$ 150,000.00

Appendix A

Project Team Resumes

DOMONIQUE JULEON

206.334.5254
DOM.JULEON@GMAIL.COM

passionate professional working to create a better world through the power of business

EMPLOYMENT HIGHLIGHTS

Present and Relevant Work:

BUSINESS IMPACT NW

1437 S Jackson Street, Seattle WA

Chief Program Officer, *June 2019 to Present*

- » Develop, evaluate, and align Business Impact NW programs to organizational mission, goals, and objectives.
- » Ensure grant-funded program meet goals, objectives, and aligned with internal and external obligations.
- » Work with Executive Team to establish strategic goals and benchmarks in line with organizational framework and funders requirements
- » Directly supervise program directors monitoring staff performance, development goals, provide feedback, and
- » Represent Business Impact NW effectively with external stakeholders including general public, elected officials, business owners, and partner organizations.
- » Facilitate cross-team alignment, planning, collaboration, and implementation.

Veterans Business Outreach Center at Business Impact NW

Program Director, *September 2016 to May 31, 2019*

Assistant Program Director, *September 2014 to September 2016*

- » Supervise and lead a dynamic team providing business development training and technical assistance to a diverse group of military community entrepreneurs across multiple disciplines and industries.
- » Directly assist small business in identifying and resolving challenges with local and state regulation and permitting process.
- » Create and manage a program budget of \$375,000 annually. Response for all federal grant requirements such as monthly budget reporting, tracking and reporting key metrics, narrative summaries, grant renewals, and other required documentation.
- » Work to advance program goals with strategic partnerships, collaborations, and outreach with other non-profits, service organization, cities, state, local chambers, and policymakers in both the veteran community and business community.
- » Work with business owners to identify needs and provide innovative solutions that include web-based training, starting and running a pitch competition, and bringing together food businesses with vendors, resources, and skills to be successful.
- » Responsible for program outreach to the diverse business owners in the military community including women, minorities, and immigrant business owners.

EDUCATION & PROFESSIONAL TRAINING

PRESIDO UNIVERSITY

(formerly PINCHOT UNIVERSITY),

Seattle, WA

MBA 2014

Sustainable Food and

Agriculture Systems Focus

2014 Social Justice Chair

UNIVERSITY OF WASHINGTON,

Seattle, WA

Bachelor of Arts 2001

Economics

U.S. GREEN BUILDING COUNCIL LEED,

Accredited Professional, 2009

UNIVERSITY OF WASHINGTON CONTINUING EDUCATION,

Seattle, WA

Certificate Program in Project

Management, 2003

CAPABILITIES

GENERAL

Outreach enthusiast

Business nerd

Problem solver

Creative thinker

Reporting ninja

Graphic guru

Project management maven

SOFTWARE

Adobe Creative Suite

Social Media Tools

Microsoft Office

RELEVANT PROFESSIONAL EXPERIENCE

Director, Food Business Resource Center (FBRC) & Special Projects, BUSINESS IMPACT NW 01/2020 – Current

- Strategic planning and program development including stakeholder research, partner development and management, curriculum development, capacity-building, and other key activities to develop one-stop-shop for Washington State food entrepreneurs to access skills, resources, networks, and marketplace opportunities needed to launch, fund, and grow successful food-related businesses
- Special Projects work includes managing various standalone grants and projects outside of the three main organizational program centers including: Seattle OLS grant, Washington Labor & Industries grant, and annual Impact Pitch small business competition

Business Consultant, BUSINESS IMPACT NW 04/2018 – 01/2020

- Provide business coaching, technical assistance, and training to aspiring or current entrepreneurs on a variety of business topics including strategic planning, financials, and labor growth strategies
- Engage with small business owners through networking, tabling, special events, online webinars, and other channels that bring in new clients to serve the organization's mission of growing small businesses that create jobs in underserved communities

Project Manager, Seattle Office of Labor Standards 04/2018 – 01/2020

- Develop and implement strategies and tools, in partnership with the Ethnic Chambers of Commerce Coalition (ECCC) through the Seattle Office of Labor Standards (OLS) Business Outreach and Education Fund (BOEF), for outreach and education to business owners
- Develop and implement communications strategy and content for Seattle's labor standards and disseminate through social media, websites, blogs, newsletters, and other key channels
- Provide educational outreach and effective training to business owners on Seattle's labor standards ordinances and develop resources to help owners with compliance through door-to-door outreach, one-on-one consultations, workshops, on-line and in-person meetings, tabling, networking events, public speaking, and feedback collection
- Lead, train, and help supervise new ECCC outreach contractors under the BOEF through onboarding, train-the-trainer meetings, strategic visioning, and feedback loop management

Seattle Office of Labor Standards Grant Coordinator – Contractor 8/2017 – 04/2018

- Provided outreach and canvassing of business districts in Seattle and one-on-one counseling to small business owners on complying with Office of Labor Standards regulations with a focus on minority-owned, women-owned, and veteran-owned businesses
- Planned and developed communications and outreach strategy along with key resources to guide business owners in becoming compliant with Seattle labor standards ordinances
- Engaged in economic analyses of the impacts of Seattle labor laws on small businesses and disseminated findings through multiple channels to key stakeholders and grant partners

Food Incubator Program Support - Contractor, VENTURES 12/2015 – 04/2018

- Supported development of Food Program Curriculum; Mobile Food Apprenticeship Program Instructor; 1-on-1 Coaching; Business Consulting; Food Truck Maintenance; Food Truck/Commercial Kitchen Training; Developing Operations Procedures and Manuals

Outside Sales Executive - Seattle, EATER24 10/2014 – 05/2015

- Developed and managed partnerships with restaurant owners and averaged 10 restaurant partner signups per active month in saturated market while handling lead generation, marketing, relationship management, contracts, integration plans, and support

Vice President Operations/ Owner, W3 STRATEGIC MANAGEMENT GROUP LLC 01/2011 – 5/2014

- Purchased and launched 1st mobile food truck franchise unit for Petro's Chili & Chips in Tennessee and developed and managed operational processes, business strategy, route building, scheduling, budgeting, performance evaluations, and local marketing initiatives
- Offered consulting services on operations, strategic direction, and best practices to multiple food truck startups through launch and growth stages in Tennessee market

NEIL SUBHASH

BUSINESS COACH - SMALL BUSINESS OWNER/FARMER

neils@businessimpactnw.org

EXPERIENCE

**Business Impact
Northwest**
2020 – present

FOOD & FARM BUSINESS COACH & TRAINER

- Assists the Food Business Resource Center Program Director to develop, coordinate and deliver food and farm business training
- Provides direct one-on-one business coaching and advising to low-to-moderate income food and farm entrepreneurs on topics including financial management, marketing strategy, online sales plans and loan package preparation
- Develops and maintains relationships with partner organizations and programs

Present Tense

Farm
2013 – present

OWNER & OPERATOR

- Manage all facets of sustainable, organic vegetable production including crop planning, cultivation, irrigation systems, harvest and post-harvest handling, sales and marketing strategies
- Develop assessments, investments and implementations to foster farm efficiencies, profitability and productivity
- Create annual budget projections to ensure sales growth and economic viability; managed \$300k in annual revenue growing business 1100% from initial season
- Review financial snapshots on monthly and quarterly basis to implement strategic adjustments to production plans and sales channels
- Develop understanding of market trends and performance insights; utilize analysis to develop seasonal crop production plans to meet financial and sustainable agricultural practice goals, meet requests from restaurant partners and maintain diversity and quantity to fulfill customer demand
- Manage staff of 4-5 employees; retaining 2 year-round. Provide leadership and guidance to small crew of beginning farmers on daily basis. Conduct hiring, training and performance reviews on yearly basis.
- Generate and maintain relationships with buyers including chefs and restaurant owners, local food security programs and area farmers market organizations
- Wrote and submitted grant proposals which received funding for development projects

**Gallatin Valley
Botanical Farm**
2011 – 2013

ASSISTANT GROWER

- Crew Leader responsible for guiding and organizing farm crew and volunteers to achieve goals set forth by farmers/owners
- Involved in all aspects of production, harvest, sales to restaurant, market and CSA customers
- Hosted group visits and farm tours from area schools and university
- Successfully developed and implemented farm systems and record keeping for application, inspection and awarding of Organic Certification

EDUCATION

University of Vermont – Burlington, VT
BA, Community Development & Applied Economics, 2002

BOARD MEMBERSHIP

Seattle Neighborhood Farmers Market | 2019 – present Farmer Board Representative & Executive Committee Member
Snoqualmie Valley Farmers Cooperative | 2016 – 2018 Secretary, 2017-2018
Sno-Valley Tilth | 2014 – 2018 Chair, Carnation Farmers Market Committee

SHELBY HAMMOND

8427 Duncan Ave S. Seattle, WA 98118 · (980)322-5704

shelbyh@businessimpactnw.org · [LinkedIn](#)

EXPERIENCE

MAY 2020 – PRESENT

TECHNICAL ASSISTANCE ADMINISTRATOR, BUSINESS IMPACT NW

Assisting TA programs by managing client intakes, responding to inquiries about BINW services, training outreach and coordination, grants management and reporting, and other administrative tasks.

JANUARY 2019 – NOVEMBER 2019

HOUSING PROGRAMS SUPPORT COORDINATOR, IDAHO HOUSING AND FINANCE ASSOCIATION

Assisted in the process of applying for and distributing federal grants from HUD to nonprofits throughout Idaho, to provide homelessness resources and affordable housing opportunities in Idaho communities.

MAY 2018 – JANUARY 2019

LEARNING GARDEN ASSISTANT, PORTLAND COMMUNITY COLLEGE

Assisted the Supervisor of the Learning Garden in educating the student body and community in sustainable farming practices, as well as assisting in harvesting fresh produce for the school's food pantry and weekly farmer's market.

JANUARY 2016 – MAY 2018

ADMINISTRATIVE SPECIALIST 2, LIFEWORKS NW

Managed front office duties at Lifeworks NW, a nonprofit offering mental health and addiction counseling. Managed staff calendars and appointments and assisted walk-in clients with enrolling in the Oregon Health Plan.

EDUCATION

2019

BOISE STATE UNIVERSITY

2017

PORTLAND COMMUNITY COLLEGE

SKILLS

- Public administration and cross-functional coordination
- Experienced in Microsoft Suite applications
- Precise and organized
- Good time management
- Problem solver/critical thinker

Thabisa Mazur (she/they)

Horticulturist with over **5 years** of experience.

Social justice and equity-centered with integrity and innovative creativity.

Self-motivated and community focused.

EMPLOYMENT & VOLUNTEER WORK

Feb 2020 - present

HORTICULTURIST – Lowlands Farm (Snohomish, WA)

- + Plant propagation specialist, food safety training lead, and crew member
- + Oversee all seed planting and greenhouse maintenance
- + Assist in the production of **4-acres** of organically grown produce and flowers as well as a CSA that serves over **120** community members
- + Foster communications between Lowlands Farm and community BIPOC-sustained farms to redistribute produce and plant starts
- + Developed and implemented vegetative plant propagation program
- + Created standard operating procedures for food safety best practices and led the training for the implementation of these procedures

April 2019 – Oct 2019

FARM OPERATIONS MANAGER – Good Courage Farm LLC (Hutchinson, MN)

- + Oversaw production of orchards, vineyard, and high tunnels employing certified organic methods with bio-controls and detailed record keeping
- + Earned multiple promotions for efficient and independent management
- + Led harvest and deliveries for CSA, restaurant, co-op, and farmer's market

Aug 2017 – Dec 2018

WORK STUDY INTERN – Master Gardeners of Iowa (Ames, IA)

- + Designed, filmed, and edited food safety video for garden volunteers
- + Helped facilitate and organize state-wide training events
- + Engaged volunteers in projects to deepen community impact

June 2018 – Aug 2018

AMERICORPS INTERN – Global Greens Refugee Connections (Des Moines, IA)

- + Organized and facilitated weekly farmer's markets and CSA
- + Planned and facilitated farmer and community engagement events
- + Nurtured meaningful engagement with diverse populations from countries including Burundi, Bhutan, and Tanzania through farm-incubator program

Aug 2017 – June 2018

RESEARCH ASSISTANT – ISU Controlled Environment Lab (Ames, IA)

- + Cultivated high quality greenhouse crops with innovative methods
- + Collected data for research and photograph plants for professional extension publications
- + Co-created extension publication on containerized herbs

Jan 2015 – Aug 2017

FARM MANAGEMENT INTERN – ISU Horticulture Research Station (Ames, IA)

- + Designed and cultivated **1-acre** of produce using innovative practices
- + Collaborated with crew to achieve daily and seasonal goals
- + Worked with Food at First Food Bank for produce distribution

Appendix B

Business Impact NW – Food and Farm Program References

Contact Name: Laura Raymond
Organization: WSDA Regional Markets
Project Reference: Farmer E-Commerce Pilot
Phone Number: 206.379.3480
Email Address: lraymond@agr.wa.gov

Contact Name: Lisa Smith
Organization: Washington State Microenterprise Association (WSMA)
Project Reference: On-Demand Launch and Grow & On Demand Packaged Foods
Phone Number: 360.480.8048
Email Address: lisa.wamicrobiz@gmail.com

Contact Name: Laura Michael Lufkin
Organization: King County
Project Reference: CARES ACT King County Farmer Ecommerce
Phone Number: 206.477.2331
Email Address: michael.lufking@kingcounty.gov

Appendix C

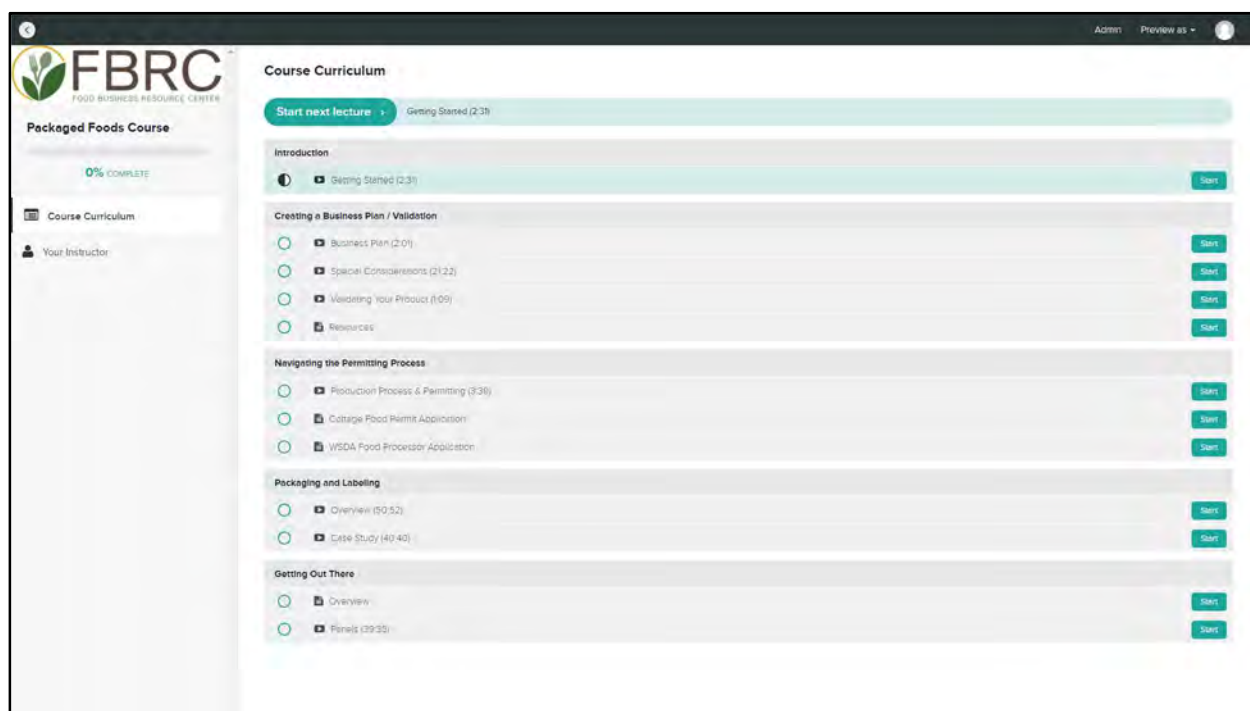
Work Examples

Packaged Foods On-Demand Online Course

For entrepreneurs considering moving into the packaged food space or farms looking to develop value-added product(s), this on-demand, self-paced online course will provide a basic overview of the process from concept to market.

With case studies, panel interviews, planning tools, and links to additional resources, you will gain some valuable insight and a basic understanding of what it takes to get started.

- Released: **June – 2020**
- # Enrolled: **91 (2/1/21)**



Work completed by Henry Wong and Domonique Juleon

Client: Washington State Microenterprise Association

Work performed: Working with partner organization Food Innovation Network, and Ventures Nonprofit the team scoped, created content, and recorded the course.

“Ready to Sell” Farm E-Commerce Program - King County

The 2020 “Ready to Sell” program was administered to farmers located in King County who were seeking to develop tools and strategies to effectively use farm-specific e-commerce platforms to sell their products. During the October-December program period, the cohort received a mix of on-demand video content, live Q&As, peer-to-peer sessions, and valuable marketing tools and resources along with support and mentorship from e-commerce platform reps, other farmers, content providers, and Business Impact NW staff. Content was recorded to administer on-demand later. *Language support was provided for Hmong-speaking farmers.*

Key Program Content:

- Introduction to three leading Farm E-Commerce Platforms: *Barn2Door, Local Food Marketplace, Local Line*
- 3 Modules of Educational Content: *Marketing & Social Media Basics, Maximizing Online Sales, Market Trends to Watch*
- Optional 1-Year paid access/renewal to E-Commerce platform of choice: *Barn2Door, Local Food Marketplace, Local Line*
- Building a Marketing Communications Plan: *Live/Recorded Workshop, Graphics Toolkit*
- Marketing Toolkit & Resources Package: *Content Creation, Key Messaging, Influencers, Outline Templates for posts and emails, Social Media Calendar*

Program Highlights:

- 16 Registered Farm Business applicants:
 - Vegetable farmers (5); Flower farmers (5); Meat (1); Mixed Categories (5)
 - Hmong farmers (3)
 - Average reported 2019 revenue: \$42,500
 - 50% had no e-commerce selling experience (81% had no experience with a farm e-commerce platform)
 - 10 farm businesses took advantage of the 1-year paid access benefit
- Business Adaptations due to COVID:
 - Searching for additional sales channels, shifting to more direct-to-consumer, using E-Commerce to expand market reach, providing flexible options for customers
- Planned Business Changes after Program:
 - Using social media and email-marketing platforms, creating new website with consistent branding, using E-Commerce platform for testing, setting up online store, targeting direct-to-consumer
- Participant Testimonials:

“Excellent organization and presentation. Relevant topics, panelists, and media. Very worthwhile for marketing our produce.”

“I am impressed with the present program and have no suggestion for change.”

“Provided me with a free tool to test for the coming year and incentive to continue to learn and expand.”

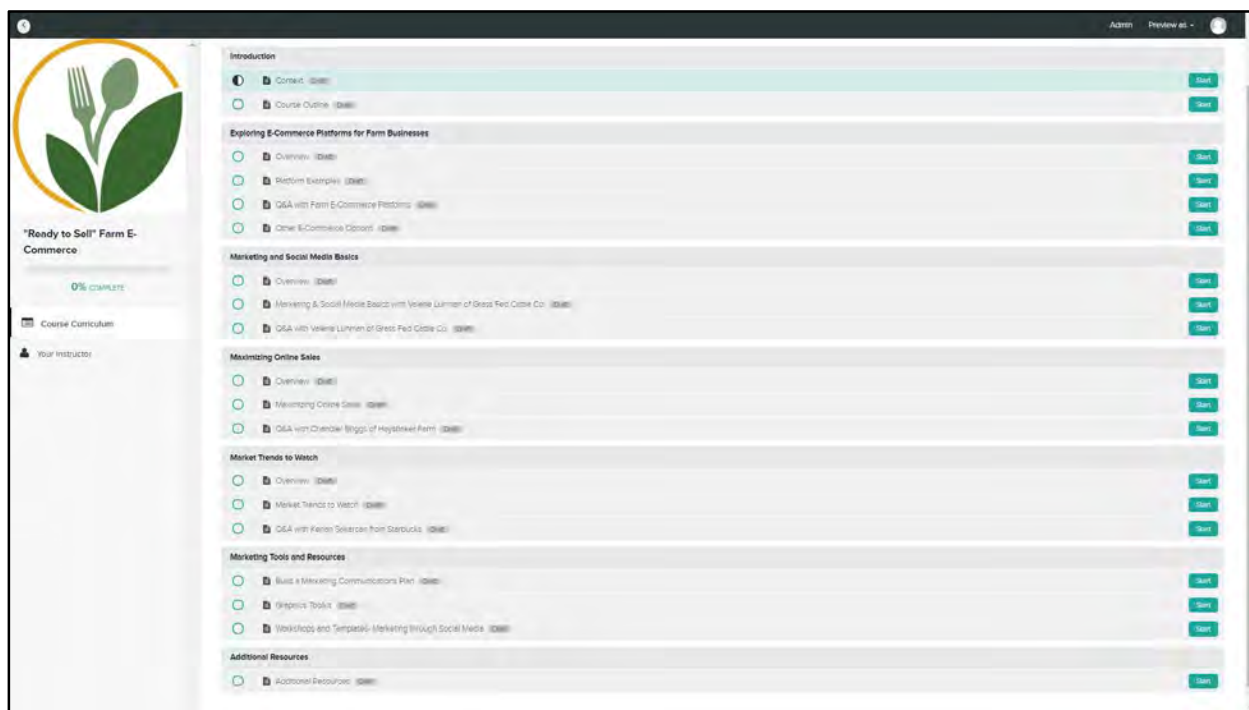
“Ready to Sell” Farm E-Commerce On-Demand Course

More and more consumers are choosing to shop online every year. As the convenience, familiarity and efficiency of e-commerce grows this trend is likely to continue. Among the many impacts of the COVID-19 pandemic in 2020, in-person shopping and dining was severely impacted while consumer spending online reached an all-time high.

Coinciding with the upward trend of online spending, 2020 also witnessed several shifts in consumer demands. Industries such as grocery, health and hygiene saw more shoppers online than ever before.

The impacts and changes were apparent among local food systems across the nation as well. As farmers markets and restaurants faced restrictions on their operations, and many shoppers decided to limit their exposure to public spaces, more and more eaters sought new ways to connect to their favorite local producers. For many farms, adopting an online sales platform proved to be an effective way to continue serving their customers and communities while other sales channels were disrupted or closed down.

As our lifestyles evolve in the coming months and years, we can expect to visit these establishments once again and to see our farmers in person but the adoption of online shopping in this sector is likely to continue to grow. Developing an online presence, effective communications and the ability to meet customers in an e-commerce space will be a key component to the ongoing success of local farms.



Farmer Finance Training Outline ... Work Product in Progress

Client: U.S. Small Business
Administration

Project Lead: Neil Subhash

*with support from Henry
Wong, Domonique Juleon, and
Shelby Hammound*

Farmer Finance 101 Outline:

Slide 1

Welcome to Farmer Financials and Business Impact NW, intro yourself as speaker.

Slide 2

Intro to Business Impact NW

Slide 3

Farmer Financials: A 3 part series

- Farm Financials 101 : Building a Successful Financial Foundation
- Farm Financials 201 : Farming for Profit – Introduction to Enterprise Budgets
- Farm Financials 301 : When, Why and How to Access Capital

How are all three of these related?

- Understanding basic financial principals and how to use them is the first step in assessing the financial well-being of your farm business. Establishing a foundation of good financial practices allows you to plan for stability and make assessments for profitable growth. Establishing these practices and using them now will enable you to determine when you may need financing to grow your business and prepare you to speak with lenders.

Slide 4

Introduction to Farm Financials 101

An overview of who this session is geared towards, the objectives of this session and an overview of what will be covered.

- Who - The goals of this session are to introduce basic concepts to people who are already operating their farm business with little accounting experience and to people who are new to farming and planning their future endeavor. It's never too early to get organized.
- What - We will be covering the following topics in this session: income statement, balance sheet, cash flow budget, cash flow statement, depreciation and accounting methods.
- Why - Keeping track of your income and expenses, staying organized, and understanding how to utilize basic financial tools will allow you to set goals for your business and plan to achieve them. Assessing the income from your farm business, planning to have cash on hand when bills are due and understanding the overall value of your business all begin with simple steps.
 - Better prepared for paying taxes.
 - Better prepared for grant and loan applications.

Slide 5

First Things First: Some helpful tips for getting started.

- Separate you and your business – having separate checking accounts and credit cards will make it easier to categorize expenses, keep personal expenses separate from tax deductible business expenses and provide clarity when assessing your farms profitability

Slide 6

- Software – bookkeeping and accounting by hand with a paper ledger is possible, but made easier through the use of a software program. There is a cost (onetime purchase

- What if you had borrowed the \$6500 – cash comes in from the lender, cash goes out when you buy the tractor. The tractor becomes an asset that you own, the \$6500 that you borrowed is listed as a liability that you must pay back. **More one this to come.**

Slide 10

Everything's Organized, Now What?

Establishing an accounting system will allow you to better understand your business. By categorizing all of your transactions in to your chart of accounts you are now ready to use this data in several ways. Here are some common financial tools.

- Income Statement – shows the revenue and expenses for a business over a period of time. Typically for one year but can be viewed monthly, quarterly or year to date. The Income statement displays what a business is bringing in in the form of revenue, what is being spent on operating expenses, and ultimately if the business is profitable or not. The income statement is also referred to as the Profit and loss statement, or P&L.
- Balance Sheet – the balance sheet is a summary of what you own, and what you owe. In other words, a summary of your assets, liabilities, and equity. Unlike the income statement that covers a period of time the balance sheet is a snapshot at a particular time. For example, at the end of the year.
- Cash Flow – Summary of where cash is coming from, where it is going. Categorized by cash from Operating, Investing, and Financing. Also viewed over a period of time.
- To understand these better let's take a look at what the financial statements for a small farm might look like.

Slide 11

Case Study : small farm

- Small farm just finished their first season. They worked an off farm job to pay personal bills and started off with some personal savings. They bought a few tools and supplies for startup, and spent money on various things throughout the season. They ran a small CSA and did well at the local farmers markets and money was coming in every week. They paid themselves. But what did they profit? Where did all the spent money go?
- When her season came to a close in the fall the farmer sat down and decided to get organized – how will she categorize the following into her chart of accounts?
- Has receipts for seeds purchased, fertilizer, waxed boxes etc. – these are all entered as expenses, in the appropriate subcategories
- Paid \$1000 check to lease land, paid utility bill & \$125/mo – lease expense, utility expense
- Has \$14000 in her checking account – her checking account is a current asset
- Bought a walk behind tiller for \$2500 – the tiller is entered as an asset (fixed, long term)
- Made bank deposits from sales at farmers market, CSA customers, a few local restaurants – every deposit is categorized under Income, subcategorized by source
- Started off with \$5000 of her own money, pulled from her personal savings and deposited in to the new business bank account – equity account
- Borrowed \$7200
- Has a balance on her farm credit card for \$600 for fall cover crop seed– current liability
- Where will all of this show up on her financial statements?

Slide 12

The Farmer's Income Statement.

or subscription) and some training to familiarize yourself with the program. Once established the program will simplify the process of generating the reports and statements discussed in this webinar and linking to your credit and bank accounts, making data entry easier and reducing errors.

Slide 7

- Plan to dedicate time for accounting on a regular basis, entering all expense receipts, all sales receipts, outstanding bills and debts due. Establishing scheduled and recurring time for this work will make it more likely to get done.
- Monthly, doing this weekly is even better – do what is best for you and your business.
- Whatever your schedule, find a time that works for you and stick to it. Playing catch up at the end of the year is no fun!

Slide 8

Getting set up: Chart of Accounts

Understanding/defining different types of accounts. Cash is leaving with every purchase, cash comes in with every sale – how do you keep track of it all? Start by setting up your chart of accounts, so you know where to record all these transactions.

- The chart of accounts is a listing of all of categories or "accounts" used in your accounting system. By setting up your chart of accounts and categorizing every transaction appropriately, you will then be able to draw data to create the financial statements we will be talking about in this course.
- Income – categories for all the revenue that the business receives.
- Expense (Schedule F IRS form 1040) – these are the basic categories listed on the IRS Form 1040 schedule F. Using these categories for your accounting will make it easier to record your business expenses when filing taxes. You may want to add subcategories that make sense for your business
- Assets (short term and long term) – what the business has. This includes cash in the checking account, accounts receivable (money that a customer still owes the business), inventory, equipment, land.
- Liabilities – what the business owes. This includes credit card debt, outstanding bills, loans, mortgages and are also categorized in to short term and long term.
- Equity

Slide 9

What happened here? Where do these transactions belong?

- A few checks arrive in the mail, total of \$1800 from CSA signups – this is cash in to the business, and gets recorded as income from CSA
- You sell \$1200 at the farmers market – cash in to the business, gets recorded as income from Farmers Market
- You have a receipt for \$60 you spent at the gas station with your delivery van
- Debit card has a debit of \$650 to the fertilizer company – cash is leaving the business, the business expense is recorded as a Fertilizer expense.
- \$6500 leaves the business – you bought a used tractor. This lowers the cash (or checking acct) balance by \$6500. But you also have a tractor – this is recorded as an asset.

From the Income Statement she can see that her farm had a profit of \$XXXX. But, notice that not all the items from the table on the left appear here – the income statement is just a listing of revenue and expenses. It does not reflect how much cash she has in her bank account, or how much balance she has on her credit card. Since she is viewing it in November, she has time to think about how she may use her profits - pay herself more income, pay off her credit card, purchase any equipment that may be useful next season.

Slide 13

The Farmer's Balance Sheet

- To see where the rest of these transactions appear, let's look at her balance sheet.
- The balance sheet is a summary of what you own, what you owe, and must always "balance"
- From the left hand table you can see where these categories appear on the balance sheet.
- Balance in checking account is a current asset
- Walk behind tractor and greenhouse she bought are long term assets
- Credit card balance is a current liability
- Equity – the net profit is taken from the Income Statement, owner draw is what she paid herself already
- the \$5k she invested at the beginning is listed as an owner capital contribution
- Assets = Liabilities + Owners Equity

Slide 14

Cash Flow Statement

Slide 15

How the Income Statement changes

- If Farmer does these three things, how will her income statement change?
- Pays the cc – this lowers her cash balance, lowers her credit card debt, but is not reflected on the income statement. Paying the credit card is not an expense – the fertilizer she purchased was already recorded when she made the purchase.
- Pays herself – this will also lower the cash balance but does not change the revenue or the operating expense of the business, does not appear on the income statement, and does not affect net income of the business
- Buys the mower attachment for her walk behind tiller – even though it is a purchase, it is not considered an operating expense, and doesn't appear on the income statement. It will be considered an investment in an asset and appear on the balance sheet.
- Buys cover crop seed to sow now – new expense increases expenses and lowers net profit

Slide 16

How the Balance Sheet changes

- New net profit has been updated from year end income statement
- Pays off the credit card balance – current assets (checking) decreases \$600, current liabilities decreases \$600
- Pays herself – current assets (checking) decreases, owner draw increases
- Buys the mower – lowers cash (checking), appears as a long term asset.
- Balance sheet still balances

- But doesn't she get to deduct that mower from her taxable income?

Slide 17

Note: Depreciation

- When the farmer buys equipment that has a lifespan of more than one year, she can decide whether to depreciate (deduct) the expense over time or all at once
- Straight Line depreciation. Example, the mower she bought for \$2000 may have a useful life of 5 years, and be worth \$500 at that point. Using the equation the yearly depreciation amount would be \$300. This would appear as a deduction expense of \$300 every year for 5 years.
- Or deduct the full \$2000 under Section 179 when she files taxes.
- Section 179 has a great tax benefit this year.

Slide 18

Importance of cash flow budget (how it works inflow, outflows, cash position, ending cash)

Example of what a simple 12 month cash flow budget may look like for a small farm. The example shows a positive balance at year end, but some months have negative closing balances. The objective is to illustrate the need to forecast for monthly cash flow rather than just overall net, to plan for the seasonal nature of farm businesses. Having an awareness of the timing of income and expenses allows you to plan for cash on hand. Plan the timing of your expenses if possible, decide if you need more cash on hand to get through certain periods. By carefully forecasting your cash flow you can make assessments in real time if sales are less than predicted in a given month or business is faced with unexpected expenses.

- Make realistic forecasts for sales, ideally based on trends from previous years
- making notes for sales forecast will remind you how you chose those numbers and help make new plans if actual sales don't meet forecasts
- Likewise, make notes with planned expenses.
- Each month has an opening cash balance, forecasted cash income, forecasted cash expenses, and an ending cash balance.
- What can you do now to prepare for those months where cash is very low or negative? (strategize the timing of some expenses, timing of income like CSA or pre-paid deposits on livestock, make a cash contribution to the business, open a line of credit/operating loan)
- Some months are low – what can she do?
- Schedule the timing of some expenses differently, delay the equipment purchase, apply for an operating loan to help with early season expenses, choose not to pay herself as much this first year (still working off farm) - leave more cash in business and schedule a regular monthly owner draw going forward.

Slide 19

In closing

Overview of what was covered, mention of what comes next in Farm Financials 201

- We covered
- Chart of accounts
- Income statement
- Balance sheet

- Cash flow statement
- Cash flow projection
- All of these will be used in your business on an ongoing basis. Track progress year to year, plan for the future, and when you decide you want to borrow for a big investment (equipment, land), these are the statements that a lender will be looking at to evaluate your business and your ability to repay a loan.
- In the Farmer Finances 201 we will be looking at Enterprise budgets, a way to evaluate your farm business and discover areas for profitable growth.

Farm Financials 201 :

Farming for Profit : Introduction to Enterprise Budgets

Slide 1

- Welcome to BIN : Farmer Financial Series
- Introduce yourself

Slide 2

- BIN overview (mission, resource centers)

Slide 3

- Today's topic: Farmer Financials 201 Farming For Profit : Introduction to Enterprise Budgets
- Mention of what was covered in 101. Session 101 was about financial statements, understanding how your farm as a whole is doing financially. Are you profitable? Where is cash going? How much equity do you have in your business?
- Session 201 asks you to look deeper into your business to find ways to become more profitable.
- Mention what will be covered in 301

Slide 4

Overview

- What is a farm enterprise?
- What is an enterprise budget? Why use them?
- Tracking sales for all products
- Tracking Inputs
- Overhead costs
- Marketing costs
- Break-Even Pricing
- Use your enterprise budgets to grow and improve your business
- Case Study – we will re-visit with Small Farm from 101 as we work through the process

Slide 5

- What is a farm enterprise? -Most farm businesses produce and sell a variety of products. Each product is a single enterprise. - Examples of different farm enterprises
- What is an enterprise budget? -An enterprise budget is a statement of all income and expenses associated with the production of the product, and used to evaluate and compare the enterprises. How do they each contribute to the overall goal?
- **Expand these talking points?**
- Why Use them?

- Conversions - Revenue per product/crop will be converted to revenue/yield per acre or bed. Having a standard baseline will make it easier to compare costs and yield across your crop plan.

Slide 8

- In this example, Small Farm has tracked their sales throughout the season every week, and can see totals for the year by crop. What observations can be made?
- Should they increase production of these crops to achieve more net profit?
- Onions were a big seller but not as valuable per bed – is there something to adjust in production?
- Despite being top sellers, what is the profitability of growing these crops? Are there other opportunities here?
- Need to understand what it costs to grow to make these decisions.

Slide 9

Tracking Inputs

This is where we start thinking about the question – what does it actually cost to produce this crop? It would be great if you could just look at your income statement for total operating expenses and divide by the number of crops grown. But farms can be complex systems and you likely don't spend the same amount of time and money equally on all crops. Some things may be obvious, like how much you spent on chicken feed for chickens – but how much of your fertilizer bill went to beets vs lettuce?. Crew members often do more than 1 task on a farm, making it difficult to assess how time is allocated over a season - how much time are you spending trellising and pruning a tomato crop vs weeding carrots?

The goal is to discover all that goes in to producing each crop; the cost of seed, the time spent planting and weeding and caring for the particular crop. We'll start with production.

Production costs

- All the inputs that go in to growing and harvesting – includes cost of fertilizer and amendments, cost to grow transplants (seeds, soil mix, labor) labor to transplant and weed. Look at example
- Notice that they are converting numbers to a cost per bed (could also be done per acre). Ex. Fertilizer, lime – divided bill by the number of beds. Propagation is drawn from calculations to grow transplants for one bed.
- Value of bed – estimated, as well as actual, determined from yearly total sales
- Tractor expense is based on variable/hourly costs associated with this crop. (fuel and maintenance / hours used per year)
- Labor and Time – this is something that is better to get real data over time.

Slide 10

Tips on measuring labor costs

- Budgets are used to evaluate the income and expenses of each enterprise, profitability
- Understanding each enterprise allows you to improve the whole farm plan
- Evaluating the inputs and costs for production allows you to make improvements in efficiencies...profit
- Having numbers to work with enables you to make useful analysis for business growth

Slide 6

Where to begin?

Some tips, ground rules, and basic data to start with

- Real Data - If you are planning a new farm business, creating enterprise budgets from estimations on sales, yields, and production costs may be useful. The most valuable enterprise budgets will be based off of real data collected while in production. It's important to gather data from your farm. No two farms are the same. Variations exist in production methods equipment and infrastructure. Industry benchmarks may be interesting as a comparison but can't substitute for data you collect.
- Start small – select a few crops/enterprises to start with and develop your data collection systems.
- Standardize. Establish a baseline for comparing crops and their revenues/expenses – i.e., cost per acre or cost per planting bed.

Slide 7

Tracking income

It is important to have a clear picture of how your revenue is divided among all of your products. In Farmer Finance 101 we talked about recording income from each sales outlet, in order to look at Revenue and Net Profit for the business as a whole. In order to compare the profitability of each product or crop we first need to know how much of each we are selling.

A farm may have multiple sales channels, develop systems to track sales **per product** from each. Examples:

- Invoices – wholesale, restaurant and online sales will have invoices for all products. All products, in all forms (bunches, pounds, cases) should be entered as individual products. Software systems can generate reports at any time for totals by product, vendor, year to date, etc.
- CSA - CSA programs can easily keep records of box contents each week, a spreadsheet filled out weekly that will tally seasonal totals.
- Farmers Market - Farmers market can be more of a mystery – make a list of what you bring, what goes unsold/leftover, the market price. Better yet, set up all products in your POS as a register for automatic tracking.
- Sales totals - Using sales data and end of year totals will shed light on what products are bringing in the most money
- Yields – don't just record dollars - Keeping track of the units sold will lead to a better understanding of your yields.

- Develop simple time trials, record time, number of people, etc.
- Develop systems that work well for you, can be applied to more crops later
- Conduct throughout season to develop averages

Slide 11

Doing just this much is already helpful to your farm business. You can start to make comparisons between crop enterprises.

- What observations can be made between these three simple crop enterprise budgets?
- To really see the full picture you must factor in all overhead (shared/fixed) costs.

Slide 12

Overhead/Shared Costs

- Consider all fixed expenses that exist for the business (from Income Statement
- In this example, costs are divided evenly among the number of enterprise they are used in. (crop specific equipment would be allocated to only those crops it is used for)
- You could allocate differently, this is one way.

Slide 13

When we know how much it costs us to produce something we can gain a better understanding of what we need to charge in order to cover those costs.

- Break Even Price – the price at which you need to sell this product to cover the costs of production.
- Break Even Yield – at a given price, the yield you need to achieve to cover the costs of production.
- Explain how numbers are drawn from the enterprise budget example, how the calculations are made, how the results are interpreted.

Slide 14 (use your data)

Use your enterprise budgets to make improvements

- Make important decisions about overall farm plan
- Assess highly profitable enterprises for opportunities for growth
- Less profitable enterprise can be improved or omitted
- Find opportunities to make investments in improvements and efficiencies
- Develop enterprise cash flow forecasts to evaluate investments

Slide 15

Conclusion, segue in to Farmer Finance 301

Farm Financials 301 – When Why and How to Access Capital

Slide 1

Welcome to Farmer Financials and Business Impact NW, intro yourself as speaker.

Slide 2

(Intro to Business Impact NW)

Slide 3

Farmer Financials: A 3 part series

- Farm Financials 101 : Building a Successful Financial Foundation
- Farm Financials 201 : Farming for Profit – Introduction to Enterprise Budgets
- Farm Financials 301 : When, Why and How to Access Capital

Slide 4

Topics covered

- When and Why to Access capital
- Financial management (past financials, future projections)
- Loan Readiness
- What a Lender is looking for
- 5 C's
- Options for Capital
- BIN Technical Support

Slide 5

When and why

- Operations – operating costs, supplies and materials, payroll. Help balance the seasonality of farm businesses, often many purchases early in the year with sales coming later.
- Purchase new equipment – investments to increase production or gain efficiencies
- Land or farm purchase – farm ownership vs leasing/renting
- Expand or improve – expand acreage, building and infrastructure improvements, new buildings and infrastructure
- Emergencies

Slide 6

Financial Management

- Have a business plan – important for new business as well as existing

Slide 9

5C's Analysis

- Character – credit history, prior experience repaying loans. Have you repaid other loans on time? The "reputation" of the borrower of repaying loans as well as your demonstrated ability to manage the business.
- Capacity – the ability of the borrower to repay the loan. Is income greater than debt obligations?
- Cash Flow – will the business be able to generate enough cash to cover?
- Capital – are you capable of a down payment on the loan, will you have enough capital remaining to stay above water
- Collateral – vehicles, equipment must have value to fully secure the loan. Properties are appraised.

Slide 10

Where to seek Capital

Types of funding

- Grants – keep up to date with local nonprofits and state agencies. Often tied to project goals/community building and resource sharing. Not difficult to apply, some financial records may be required. Great opportunities but not reliable source
 - NRCS Equip grants (high tunnels)
 - ATTRA
 - Tilth Alliance
 - WA Young Farmers Coalition
- Lines of credit- revolving access to funds. Typically better interest rates than a credit card, higher than term loan but easier to acquire. Ideally for handling seasonal cash flows and general operating expenses.
- Operating loans – business expenses, labor
- Equipment loans – purchase new or used equipment
- Purchasing land/farm – long term loans for real estate ownership

Slide 11

Types of Lenders

- Commercial Banks – traditionally more difficult for new businesses and beginning farmers to secure direct loans from commercial banks. Guaranteed loans are a viable option consider. A third party is guaranteeing the loan repayment should you default– you still have to qualify but may find more flexible requirements for credit and collateral.
- Farm Credit System – National network of customer owned institutions. Exists to support farmers, ranchers, and rural communities with financial lending and services. Offers loans specifically designed for small and beginning farmers.
- USDA – Farm Service Agency (FSA) – Agency of the USDA that serves farmers, ranchers, and agricultural organizations with programs and services funded by the federal

- Record keeping – developing good systems will better prepare you for supplying a lender all the information they need. (able to provide historical records and make accurate projections about the future)
- Cash flow projections – being able to make accurate and realistic projections will enable you to assess the value of your investment. Moreover, your ability to make payments over the term of the loan - a lender must be confident that you will have a cash flow that ensures the loan will be repaid.
- Get to know your credit – get a copy of your credit report on a regular basis, work to improve it

Slide 7

Loan Readiness – what will you need when applying?

Lenders need to have confidence in your business and in you. They need to see that the business has a proven record of stability - income and cash that covers expenses and debts – and a solid projection of the future demonstrating the ability to repay a loan. They also need to gain confidence in you – as a borrower and as a business manager – and be convince that you are someone that is capable of repaying a debt. Things you are likely to need to provide:

- Basic info – purpose of loan, amount, how it will be used. Financial snapshot including funds on hand, monthly income, monthly debt payments (includes rent, mortgage, student loans, credit cards)
- Business Plan – particularly important for startups. Businesses in operation will still need to clearly describe their business, what it does, and how it is operated.
- Collateral – typically equal to the amount of the loan. In many situations the equipment being purchased is itself the collateral.
- Credit – have a good credit score and be able to explain reasons for bad credit
- Down Payment – 20% is typical, lenders want to see that you have something invested as well – skin in the game.
- Tax returns – business and personal
- Personal finances – bank statements, income, debt
- Cash Flow Projections – demonstrate your ability to generate enough cash to cover the business expenses and debts.
- Business Financials! – at least 3 years income statement, tax return. Current balance sheet.

Slide 8

What the lender is looking for

- Loan to value
- Credit Score
- Debt service coverage ratio
- Current Ratio
- Net Worth
- Time in Business

government. FSA offers several funding options for farmers, and specific options for young and beginning farmers.

- SBA – guaranteed small business loans, microloans through commercial and non-profit lenders. (like Business Impact NW)

Slide 11

Farm Credit

- Northwest Farm Credit Service
- Lines of credit –AgDirect equipment financing – available at the dealer, new or used equipment
- AgVision program –
 - Young, beginning and small producers (35yrs or younger, less than 10 yrs farming, less than \$350k/year)
 - Can be used for operating expenses, livestock vehicle and equipment purchases, equipment and facility leases, real estate purchases
 - RateWise program – opportunity for reduces interest rates through earned educational credit (attending approved classes and presentations on business and finance topics)

Slide 12

FSA

- Farm Ownership loans – maximum of \$600k,
- Joint Financing – FSA provides up to 50% of the property price, another lender provides the rest (which may be a FSA guaranteed loan).
- Guaranteed Farm Loans – helps secure loans through commercial lenders, FSA "guarantees" up to 95% of loan. Higher maximum loan amounts than FSA direct loans.
- EZ Guarantee Loans – smaller amounts from approved lenders, guaranteed by FSA. Up to \$100k, to assist small new and underserved farmers. Can be used for operating expenses and ownership. Simplified application process made possible by FSA guarantee
- Beginning Farmers
 - Microloans – up to \$50k. More flexibility for beginning farmers without a history of business and farm management, newer farms without traditional crop sales records
 - Farm Ownership microloans – down payment, improvements or new buildings
 - Farm Operating microloans – tools, supplies, costs of GAP certification
 - Down Payment Loan – FSA loan to help with down payment on a farm property. Applicant required to pay 5% of purchase price, there is a maximum loan amount.

Slide 13

Business Impact NW – Target Clients (slide from VIVA presentation)

Slide 14

Business Impact NW – FBRC Technical Assistance

Slide 15

Closing and recap!

Appendix D

Strategic Partner MOU's

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding is entered into between the SnoValley Titlh ("Recipient") and Seattle Economic Development Fund doing business as Business Impact Northwest ("BINW")

WHEREAS, the parties wish to collaborate on making resources available to organizations, individuals and small businesses related to improving accessibility of business, finance, and operational support services for farm business throughout King County. The parties agree that increasing provider collaboration, resource navigation services, and direct one-on-one support are key to the success of farm businesses in King County.

WHEREAS, BINW is an Washington 501(c)(3) non-profit corporation organized for charitable and community improvement purposes and is experienced in organizing and operating grant programs targeting the needs of small, underserved, and diverse businesses. BINW is a certified Community Development Funding Institutions directly providing access to capital to businesses who are not eligible for traditional financing. BINW also delivers a variety of business trainings, classes, and one-on-one business coaching on a wide variety of business subjects supporting all businesses regardless of their need current or future need for funding. Through access to capital and business support services BINW's works to ensure all business owners have an equal opportunity to succeed.

WHEREAS, Recipient, SnoValley Titlh, supports organic and sustainable food and fiber production throughout the Snoqualmie and Snohomish watersheds. They bring together farmers and the community to build a thriving local food system. To achieve their mission SnoValley Titlh provides networking, technical farming education, and advocacy to over 100 farming individuals in their network.

The parties agree as follows:

1. Grant Program. BINW has responded to the King Conservation District request for proposals for Farm Business Support and Technical Assistance and if awarded will administer a "King County Focused Farm Services Program" (Grant Program) within its current Food Business Resource Program at BINW. BINW will provide **\$5,000 Grant funds to Recipient** for Recipient's current work and continued collaboration to serve King County farm businesses. BINW and Recipient further agree to the Grant Program parameters as set for section 2 and 3.

2. BINW Responsibilities.

2.1 BINW will administer the Grant Program Account including receipts to and grant funds distributed to Recipient.

2.2 BINW will use grant funds to hire a King County Food & Farm Business Support Specialist who will be accessible and available to work with Recipient's farm businesses to ensure each business is able to utilize current and future network resources effectively.

2.3 BINW Food Business Resource business coaches and trainer will be available to deliver farmer finance training, help connect King County farm business with bookkeeping and marketing professional services as available, and provide one-on-one resource navigation to farm business the Recipient works with in King County.

2.4 BINW to provide recipient available marketing and program materials to aid in the promotion and sharing about available program resources.

2.5 BINW agrees to pay invoices received for the agreed upon \$5,000 given it has received the grant funds.

3. Recipient Responsibilities.

3.1 Recipient agrees to refer King County farm businesses in their program and networks to the services available through the King County Focused Farm Services Program. This includes farm business looking for finance training, access to professional bookkeeping and marketing services, and one-on-one resource navigation support.

3.2 Recipient agrees to collaborate with BINW to present at least one joint training event within the grant period.

3.3 Recipient agrees to share BINW King County Focused Farm Services Program resources in a minimum of 4 times throughout the program via social media, newsletter, or direct email to King County farmers in their program.

3.4 Recipients agree to track and record all referrals and promotion of the program as demonstration of program collaborations.

3.5 Recipient will invoice BINW for the agreed upon \$5,000 if the grant proposal is accepted at the proposed funding level. BINW reserves the right to renegotiate the terms and amount if the grant is funded at amount below the proposed budget of \$150,000

4. Records and Information Sharing. The parties agree to prepare and share certain records of program administration and performance. The parties agree to share and release general information about the program to each other and to the public. The parties agree challenges and successes of the Grant Program may be publicly discussed with applicable local, state or national media, at meetings or conferences. The King County Focused Farm Services Program may be publicized through various media, including brochures, web pages, news articles and press events. General information about the structure of this Grant Program will be made to the public and other agencies.

5. Termination. Any party may terminate this Agreement for any reason upon sixty (60) days prior written notice. In the event of a breach of this Agreement the non-breaching party may terminate this Agreement upon ten (10) days written notice to the breaching party. Upon termination of this Agreement, any undistributed fund distributed by BINW to Recipient shall be immediately returned to BINW.

6. Miscellaneous.

6.1 No Assignment. Neither party shall neither assign its rights nor delegate its duties under this Agreement without prior written consent of the other party.

6.2 Public Announcements. Neither party shall publicly announce or disclose the terms and conditions of this Agreement.

Effective Date. This Agreement will become effective at formal award of the KCD Grant, if successful.

SnoValley Tilth

Dave Glenn

By: _____

Title: Executive Director

Date: 2.11.2021

**Seattle Economic Development Fund (d.b.a.
Business Impact Northwest)**

By: *Dominique Glenn*

Title: _____ **Chief Program Officer**

Date: 2/12/2021

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding is entered into between the Tilth Alliance ("Recipient") and Seattle Economic Development Fund doing business as Business Impact Northwest ("BINW")

WHEREAS, the parties wish to collaborate on making resources available to organizations, individuals and small businesses related to improving accessibility of business, finance, and operational support services for farm business throughout King County. The parties agree that increasing provider collaboration, resource navigation services, and direct one-on-one support are key to the success of farm businesses in King County.

WHEREAS, BINW is an Washington 501(c)(3) non-profit corporation organized for charitable and community improvement purposes and is experienced in organizing and operating grant programs targeting the needs of small, underserved, and diverse businesses. BINW is a certified Community Development Funding Institutions directly providing access to capital to businesses who are not eligible for traditional financing. BINW also delivers a variety of business trainings, classes, and one-on-one business coaching on a wide variety of business subjects supporting all businesses regardless of their need current or future need for funding. Through access to capital and business support services BINW's works to ensure all business owners have an equal opportunity to succeed.

WHEREAS, Recipient, the Tilth Alliance works in community with Washington farmers, gardeners and eaters to build a sustainable, healthy and equitable food future. Tilth Alliance provides farmer training and resources, cooking and nutrition empowerment, increases consumer market education, and teaches people of all ages and incomes to grow food.

The parties agree as follows:

1. **Grant Program.** BINW has responded to the King Conservation District request for proposals for Farm Business Support and Technical Assistance and if awarded will administer a "King County Focused Farm Services Program" (Grant Program) within its current Food Business Resource Program at BINW. BINW will provide **\$5,000 Grant funds to Recipient** for Recipient's current work and continued collaboration to serve King County farm businesses. BINW and Recipient further agree to the Grant Program parameters as set for section 2 and 3.

2. **BINW Responsibilities.**

2.1 BINW will administer the Grant Program Account including receipts to and grant funds distributed to Recipient.

2.2 BINW will use grant funds to hire a King County Food & Farm Business Support Specialist who will be accessible and available to work with Recipient's King County farm businesses to ensure each business is able to utilize current and future network resources effectively.

2.3 BINW Food Business Resource business coaches and trainer will be available to deliver farmer finance training, help connect King County farm business with bookkeeping and marketing professional services as available, and provide one-on-one resource navigation to farm business the Recipient works with in King County.

2.4 BINW to provide recipient available marketing and program materials to aid in the promotion and sharing about available program resources.

2.5 BINW agrees to pay invoices received for the agreed upon \$5,000 given it has received the grant funds.

3. **Recipient Responsibilities.**

3.1 Recipient agrees to refer King County farm businesses in their program and networks to the services available through the King County Focused Farm Services Program. This includes farm businesses looking for finance training, access to professional bookkeeping and marketing services, and one-on-one resource navigation support.

3.2 Recipient agrees to host a farm walk or podcast with a King County farm during the grant period.

3.3 Recipient agrees to share BINW King County Focused Farm Services Program resources a minimum of 4 times throughout the program via social media, newsletter, or direct email to King County farmers in their program.

3.4 Recipients agree to track and record all referrals and promotion of the program as demonstration of program collaborations.

3.5 Recipient will invoice BINW for the agreed upon \$5,000 if the grant proposal is accepted at the proposed funding level. BINW reserves the right to renegotiate the terms and amount if the grant is funded at amount below the proposed budget of \$150,000.

4. Records and Information Sharing. The parties agree to prepare and share certain records of program administration and performance. The parties agree to share and release general information about the program to each other and to the public. The parties agree challenges and successes of the Grant Program may be publicly discussed with applicable local, state or national media, at meetings or conferences. The King County Focused Farm Services Program may be publicized through various media, including brochures, web pages, news articles and press events. General information about the structure of this Grant Program will be made to the public and other agencies.

5. Termination. Any party may terminate this Agreement for any reason upon sixty (60) days prior written notice. In the event of a breach of this Agreement the non-breaching party may terminate this Agreement upon ten (10) days written notice to the breaching party. Upon termination of this Agreement, any undistributed fund distributed by BINW to Recipient shall be immediately returned to BINW.

6. Miscellaneous.

6.1 No Assignment. Neither party shall neither assign its rights nor delegate its duties under this Agreement without prior written consent of the other party.

6.2 Public Announcements. Neither party shall publicly announce or disclose the terms and conditions of this Agreement.

Effective Date. This Agreement will become effective at formal award of the KCD Grant, if successful.

Tilth Alliance

**Seattle Economic Development Fund (d.b.a.
Business Impact Northwest)**

By: Melissa Speer
Title: Executive Director
Date: 2/11/21

By: Dominique Julian
Title: 2/12/2021
Date: Chief Program Officer

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding is entered into between the Viva Farms ("Recipient") and Seattle Economic Development Fund doing business as Business Impact Northwest ("BINW")

WHEREAS, the parties wish to collaborate on making resources available to organizations, individuals and small businesses related to improving accessibility of business, finance, and operational support services for farm business throughout King County. The parties agree that increasing provider collaboration, resource navigation services, and direct one-on-one support are key to the success of farm businesses in King County.

WHEREAS, BINW is an Washington 501(c)(3) non-profit corporation organized for charitable and community improvement purposes and is experienced in organizing and operating grant programs targeting the needs of small, underserved, and diverse businesses. BINW is a certified Community Development Funding Institutions directly providing access to capital to businesses who are not eligible for traditional financing. BINW also delivers a variety of business trainings, classes, and one-on-one business coaching on a wide variety of business subjects supporting all businesses regardless of their need current or future need for funding. Through access to capital and business support services BINW's works to ensure all business owners have an equal opportunity to succeed.

WHEREAS, Recipient, Grow Food dba Viva Farms, is a non-profit charitable organization, is a Farm Incubator and Training Program established in 2009. Currently operating in Skagit and king County they administer programs targeting the needs of aspiring and limited-resource farmers by providing bilingual training in holistic organic farming practices, as well as access to land, infrastructure, equipment, marketing and capital.

The parties agree as follows:

1. Grant Program. BINW has responded to the King Conservation District request for proposals for Farm Business Support and Technical Assistance and if awarded will administer a "King County Focused Farm Services Program" (Grant Program) with in its current Food Business Resource Program wherein BINW. BINW will provide **\$5,000 Grant funds to Recipient** for Recipient's current work and continued collaboration to serve King County farm businesses. BINW and Recipient further agree to the Grant Program parameters as set for section 2 and 3.

2. BINW Responsibilities.

2.1 BINW will administer the Grant Program Account including receipts to and grant funds distributed to Recipient.

2.2 BINW will use grant funds to hire a King County Food & Farm Business Support Specialist who will be accessible and available to work with Recipient's farm businesses to ensure each business is able to utilize current and future network resources effectively.

2.3 BINW Food Business Resource business coaches and trainer will be available to deliver farmer finance training, help connect King County farm business with bookkeeping and marketing professional services as available, and provide one-on-one resource navigation to farm business the Recipient works with in King County.

2.4 BINW to provide recipient available marketing and program materials to aid in the promotion and sharing about available program resources.

2.5 BINW agrees to pay invoices received for the agreed upon \$5,000 given it has received the grant funds.

3. Recipient Responsibilities.

3.1 Recipient agrees to refer King County farm businesses in their program and networks to the services available through the King County Focused Farm Services Program. This includes farm business looking for finance training, access to professional bookkeeping and marketing services, and one-on-one resource navigation support.

3.2 Recipient agrees to invite BINW to present available resources at a minimum of 2 trainings, events, or networking activities through the grant period.

3.3 Recipient agrees to share BINW King County Focused Farm Services Program resources in a minimum of 4 times throughout the program via social media, newsletter, or direct email to King County farmers in their program.

3.4 Recipients agree to track and record all referrals, invites to BINW to present, and promotion of the program as demonstration of program collaborations.

3.5 Recipient will invoice BINW for the agreed upon \$5,000 if the grant proposal is accepted at the proposed funding level. BINW reserves the right to renegotiate the terms and amount if the grant is funded at amount below the proposed budget of \$150,000

4. Records and Information Sharing. The parties agree to prepare and share certain records of program administration and performance. The parties agree to share and release general information about the program to each other and to the public. The parties agree challenges and successes of the Grant Program may be publicly discussed with applicable local, state or national media, at meetings or conferences. The King County Focused Farm Services Program may be publicized through various media, including brochures, web pages, news articles and press events. General information about the structure of this Grant Program will be made to the public and other agencies.

5. Termination. Any party may terminate this Agreement for any reason upon sixty (60) days prior written notice. In the event of a breach of this Agreement the non-breaching party may terminate this Agreement upon ten (10) days written notice to the breaching party. Upon termination of this Agreement, any undistributed fund distributed by BINW to Recipient shall be immediately returned to BINW.

6. Miscellaneous.

6.1 No Assignment. Neither party shall neither assign its rights nor delegate its duties under this Agreement without prior written consent of the other party.

6.2 Public Announcements. Neither party shall publicly announce or disclose the terms and conditions of this Agreement.

Effective Date. This Agreement will become effective at formal award of the KCD Grant, if successful.

Grow Food dba Viva Farms

Seattle Economic Development Fund

(d.b.a. Business Impact NW)

By: Michael Frazier _____

By:  _____

Title: Executive Director _____

Title: _____ Chief Program Officer

Date: 2/11/21 _____

Date: 2/12/2021 _____

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding is entered into between the Food Innovation Network, a program of Global to Local ("Recipient") and Seattle Economic Development Fund doing business as Business Impact Northwest ("BINW")

WHEREAS, the parties wish to collaborate on making resources available to organizations, individuals and small businesses related to improving accessibility of business, finance, and operational support services for farm business throughout King County. The parties agree that increasing provider collaboration, resource navigation services, and direct one-on-one support are key to the success of farm businesses in King County.

WHEREAS, BINW is an Washington 501(c)(3) non-profit corporation organized for charitable and community improvement purposes and is experienced in organizing and operating grant programs targeting the needs of small, underserved, and diverse businesses. BINW is a certified Community Development Funding Institutions directly providing access to capital to businesses who are not eligible for traditional financing. BINW also delivers a variety of business trainings, classes, and one-on-one business coaching on a wide variety of business subjects supporting all businesses regardless of their need current or future need for funding. Through access to capital and business support services BINW's works to ensure all business owners have an equal opportunity to succeed.

WHEREAS, Recipient, the Food Innovation Network (FIN) enhances the local food system, increases access to healthy foods, and supports local food businesses in the diverse communities of SeaTac/Tukwila and South King County. Their work spans across the community food system, from farm to fork. They seek and create opportunities for community members to engage in the local food system, and to increase community ownership of that system. FIN work includes a food incubator, food access, and community engagement all focused in the S. King County area.

The parties agree as follows:

1. Grant Program. BINW has responded to the King Conservation District request for proposals for Farm Business Support and Technical Assistance and if awarded will administer a "King County Focused Farm Services Program" (Grant Program) within its current Food Business Resource Program at BINW. BINW will provide **\$5,000 Grant funds to Recipient** for Recipient's current work and continued collaboration to serve King County farm businesses. BINW and Recipient further agree to the Grant Program parameters as set for section 2 and 3.

2. BINW Responsibilities.

2.1 BINW will administer the Grant Program Account including receipts to and grant funds distributed to Recipient.

2.2 BINW will use grant funds to hire a King County Food & Farm Business Support Specialist who will be accessible and available to work with Recipient's farm businesses to ensure each business is able to utilize current and future network resources effectively.

2.3 BINW Food Business Resource business coaches and trainer will be available to deliver farmer finance training, help connect King County farm business with bookkeeping and marketing professional services as available, and provide one-on-one resource navigation to farm business the Recipient works with in King County.

2.4 BINW to provide recipient available marketing and program materials to aid in the promotion and sharing about available program resources.

2.5 BINW agrees to pay invoices received for the agreed upon \$5,000 given it has received the grant funds.

3. Recipient Responsibilities.

3.1 Recipient agrees to refer King County farm businesses in their program and networks to the services available through the King County Focused Farm Services Program. This includes farm business looking for finance training, access to professional bookkeeping and marketing services, and one-on-one resource navigation support.

3.2 Recipient agrees invite BINW to present resources and services to farmers in their network at least twice during the grant cycle. Recipient also agrees to collaborate innovate ideas and possible trainings to increase their food processors and foodservice clients to utilize produce from King County farmers. This may lead to a potential training for the non-farm business training.

3.3 Recipient agrees to share BINW King County Focused Farm Services Program resources in a minimum of 4 times throughout the program via social media, newsletter, or direct email to King County farmers in their program.

3.4 Recipients agree to track and record all referrals and promotion of the program as demonstration of program collaborations.

3.5 Recipient will invoice BINW for the agreed upon \$5,000 if the grant proposal is accepted at the proposed funding level. BINW reserves the right to renegotiate the terms and amount if the grant is funded at amount below the proposed budget of \$150,000

4. Grant period and payment terms: Anticipated grant period is March 1, 2021 through March 31, 2022. If the contract is awarded to BINW for the grant at the proposed budget amount the Recipient will invoice BINW for the agreed upon \$5,000. If the contract is funded at an amount under \$150,000 BINW will work with the Recipient to revise the MOU terms and agreed upon payment amount. The recipient may bill at any time during the grant period and BINW agrees to pay the invoice in net 30 days.

5. Records and Information Sharing. The parties agree to prepare and share certain records of program administration and performance. The parties agree to share and release general information about the program to each other and to the public. The parties agree challenges and successes of the Grant Program may be publicly discussed with applicable local, state or national media, at meetings or conferences. The King County Focused Farm Services Program may be publicized through various media, including brochures, web pages, news articles and press events. General information about the structure of this Grant Program will be made to the public and other agencies.

6. Termination. Any party may terminate this Agreement for any reason upon sixty (60) days prior written notice. In the event of a breach of this Agreement the non-breaching party may terminate this Agreement upon ten (10) days written notice to the breaching party. Upon termination of this Agreement, any undistributed fund distributed by BINW to Recipient shall be immediately returned to BINW.

7. Miscellaneous.

7.1 No Assignment. Neither party shall neither assign its rights nor delegate its duties under this Agreement without prior written consent of the other party.

7.2 Public Announcements. Neither party shall publicly announce or disclose the terms and conditions of this Agreement.

Effective Date. This Agreement will become effective at formal award of the KCD Grant, if successful.

Food Innovation Network, Global to Local

**Seattle Economic Development Fund (d.b.a.
Business Impact Northwest)**

By: _____ By: _____
Title: _____ Title: _____
Date: _____ Date: _____

**Verbally agreed
2/10/2020, signature will
be done shortly (well in
advance of contract
signing if awarded grant)**



King Conservation District
Regional Food System Program
Grant Agreement Close Out

Grant Summary Information

Recipient: Cascadia Cooperative Farms

Project Title: Pasture-Raised Poultry and Egg Cooperative Start-Up

The idea for Cascadia Cooperative Farms (CCF) began to take shape as several farms realized that greater efficiencies in production and time could be achieved by working together. There was a recognition of high product demand for ethically, pasture-raised eggs and poultry in the Seattle area and King County. Alone, none of the small farms in the region could produce a reliable year-round supply of eggs to satisfy the demands of retailers, restaurants, and other institutions. Simply increasing flock size requires significant increases in labor and infrastructure, making it difficult to achieve economies of scale. By working together, these farms could increase flock size and benefit from shared labor, infrastructure, and efficiencies in processing. The cooperative structure would alleviate the burden of cleaning, packaging, marketing, and distributing eggs, affording farmers more time to tend their animals and other lines of business such as growing produce, herbs, or raising other animals for market and thus creating a more robust local food system.

Funding Source and Year: KCD 2015 Rates and Charges

Start Date: January 1, 2016	End Date: July 31, 2016 extended through amendments to 12/31/2020	Date Awarded: November 9, 2015
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Grant Budget Summary		Payment Summary		
Award Amount:	\$80,000.00	Amount Paid to Date:	\$70,571.46	Cash Match: \$23,919.49
Amount Spent:	\$70,571.56	Final Payment:	\$0.00	In-Kind Match: \$14,927.58

Amendment Request Summary:

Yes

N/A

Notes:

Scope of Work Revision:

☐

☒

Budget Revision:

☒

☐

9/2017 – reallocate budget among awarded and new budget items within 10% of total grant award (+ construction materials, water filtration, water heater, insurance, packaging, supplies)

Completion Date Extension:

☒

☐

12/2016 from 7/2016 to 12/2017; 9/2017 from 12/2017 to 12/2108; 1/2019 from 12/2018 to 6/2019; no further extensions requested, grant expired

Copies of Work Product (check box or describe below)

☐ Designs/Plans

☐ Brochures/Publications

☐ Curricula

☒ Photos

☐ Video

☐ Sign Mock-Ups



KCD Acknowledgement: KCD’s support is an integral part of CCF’s story and has been mentioned in public forums, presentations, and at Sno-Valley Tilth meetings. CCF will also develop an egg carton insert in which KCD’s support will be listed; the insert has the potential to reach several thousand households directly, along with wholesale customers who purchase eggs by the case.

Site Visit

Date: 9/23/2016, 8/8/2017, 9/27/2018

N/A: ☐

Description: Visits to see site and progress on infrastructure improvements.				
Reporting Summary:	Yes	No	Incomplete	Notes:
Progress Reports:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Missed progress reports; last filed 4/2019
Expense Reports:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Final Reports:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	No final report for 2019; grant expired 6/2019, no additional reporting

Accomplishments and Successes

Activities Performed

The majority of the work performed in 2018 centered on building out the egg washing workspace, and repairing and refurbishing the egg washing machine in preparation for selling eggs.

Work Space Build Out

The biggest lesson learned in 2018 was that the infrastructure needed to create a functioning cooperative would take much more than setting up an egg washing machine. Creating a proper work area within an old barn at Goose & Gander Farm required many hours of construction and several trips to purchase supplies. Construction began in 2017 and was completed in 2018 by adding doors, installing drains, and setting up all the plumbing to operate the egg washing machine.

CCF used KCD funds to purchase a water filtration system, hot water heater, and associated plumbing fixtures and pipes – essential components to operate the egg washing machine. Although the work area is sealed off from the outside, it’s uninsulated; the CCF team needed to ensure that water lines were properly drained and wouldn’t freeze during winter months. Heaters were purchased; to date, there haven’t been problems with freezing or burst pipes.

To make the workspace functional and safe, shelving and work tables, and worker safety/sanitation supplies were purchased with KCD funds.

Egg Washing Machine

The used egg washing machine required extensive refurbishing. Because of the specialized nature of the equipment, and no local expertise to diagnose problems/repair, the steering committee appointed a farm member to serve as liaison with National Poultry Equipment to assess problems and needed part replacements. This work took several months and was completed in the spring and summer of 2018.

In the fall, the machine was operational and ready for testing. CCF ran a testing phase in late fall to work out the bugs and organize the workspace in a manner that would allow for efficient work flow. Though the machine isn’t working flawlessly, it is in satisfactory condition for cleaning eggs.

Egg Packaging

In the spring, a local graphic designer was selected to develop the CCF logo and egg carton labels. Early versions of the egg carton labels and logo were presented to the Steering Committee for feedback. Input was also sought from PCC Community Markets, New Seasons Market, and Central Co-op.

CCF settled on three egg carton labels: 1) one dozen “regular” eggs, 2) one dozen “rainbow” eggs, and 3) one half dozen eggs. “Regular” eggs have brown and/or white shells; “rainbow” eggs have blue and/or green-shells mixed with brown and/or white shells. A sticker of the CCF logo was created and will be applied on the outside of the bulk shipping boxes used for egg orders.

Bulk egg-packaging supplies were purchased, including dozen and half-dozen cartons, flats, and shipping cases. Packaging will enable CCF to pack up to 18,875 dozen eggs during a six to eight month period.

Egg Sales

At the end of December, CCF ran a soft launch and sold its first four cases of eggs to customers through its partner Farmstand Local Foods, and to The Grange, a local restaurant in Duvall.

Organization Administration

- CCF worked with American Family Insurance to secure a commercial liability insurance policy.
- CCF wrote a successful Value Added Producer Grant that will provide funding for two years of operations starting in 2019.
- CCF wrote a successful grant to KCD to launch a farmer engagement project in phase two. The purpose of phase two is to engage and support new farmers who wish to establish or increase their laying flocks as CCF members.

Collaboration

CCF’s volunteer steering committee comprises several farmers and partners:

- Austin Becker, Farmstand Local Foods
- Amanda and Phil Blankenship, Lazy B Ranch
- Christeena Marzolf, Falling River Meats
- Erica Chao, Lazybird Farm
- Libby Reed, Orange Star Farm (Treasurer)
- Liz Crain, Leafhopper Farm

- Luke Woodward, NABC and Hearth Farm
- Jennifer Dwyer and Phil Brown, Hollyhock Farm
- Petrina and Jonathan Fisher, Skylight Farms (President and Secretary, respectively)
- Meredith Molli, Goose and Gander Farm
- Vince Caruso, Caruso Farm

In addition to steering committee meetings, members took lead roles in overseeing, and in some cases, doing the work needed to complete tasks. Steering committee members provided valuable feedback in developing labels and logos, and in decisions having long-term impacts on the organization.

Small groups of the steering committee worked tirelessly to write grants, repair the egg washing machine, go on multiple shopping expeditions, and set up the workspace. All done as volunteers, outside of work and personal commitments.

Farmstand Local Foods and NABC assisted in outreach to potential customers, helping to generate interest and secure sales, and laying the groundwork for repeat customers.

The steering committee also benefits from the support of Luke Woodward of NABC. NABC created a pro forma budget used as a starting point for projecting operational costs for the next three years.

The Snohomish Conservation District and the Snohomish County Agriculture Coordinator are both supportive of CCF’s work. Conversations about reaching out to and supporting Snohomish County farmers have taken place.

Sno-Valley Tilth continues to donate their office to use as meeting space. CCF has established its operating location at Goose and Gander Farm in Carnation, where equipment and supplies are currently being stored.

Problems or Delays

Because the Cooperative has not yet had a full season of production, we are unable to provide data regarding outcome measures. The project grant has been extended through June 2019.

Purchasing a used piece of equipment comes with many unknowns. There was a steep learning curve and a lot of time spent putting together all the puzzle pieces.

As an all-volunteer organization with most members running their own small businesses and/or farms, steering committee members don’t have much availability to focus on CCF business from May through October. As a result, momentum was lost and projects were put on hold until they had time again in the fall.

There were communication challenges with the designer selected to create the labels and logo. After a few months of work and steady progress, there was little communication over the summer due to scheduling conflicts.

Despite the delays, CCF members continue to replenish and expand their flocks in anticipation of the co-op’s start up. Two institutional buyers (PCC and Central Co-op) are ready and waiting for our egg production to begin.

Future Project Plans

Now that the egg washing machine has been set up, CCF can focus on sales. Currently, CCF is working with both Farmstand Local Foods and NABC to reach out to potential customers. CCF has already spoken with the Snoqualmie Valley Farmers Coop and First Light Farm about supplying their CSAs in 2019.

To ensure consistency, a staff person will be hired to wash, pack, and fill egg orders. A job description and work protocols will be developed in advance of hiring.

CCF will work with a designer to create an informational insert that will be included in egg cartons. The purpose of the insert is to educate consumers about CCF, pasture raised poultry, and local farms. It will also be an opportunity to acknowledge the important role that KCD has played in CCF’s start up.

CCF will also devote some resources to creating an online presence through social media and a website.

CCF is very excited to being working on phase 2. In order to meet market demand for local pasture-raised eggs, CCF will continue to recruit and educate new members about the market opportunities and mentor new farmers who wish to start or significantly increase their flocks.

Funding Expended

The total grant award was \$80,000.00. This leveraged an additional \$23,919.49 in cash match (supplies, chicks, feed, shelving) and \$14,927.58 in in-kind match (staffing, volunteer time, supplies).

Regional Benefits

This project has brought together several farms as collaborators. Farmers are learning from each other and new farmers are gaining mentors to assist them with setting up new pasture-raised poultry operations. We anticipate that CCF will help to create a standard for “pasture-raised poultry” locally so that consumers can feel confident about the growing and animal husbandry practices of CCF members. We hope to reduce consumer confusion over terms like

“free range”, “cage free”, “free roaming”, and “pasture raised” by sharing our stories and offering transparency and visibility into our members’ operations.

Once the Cooperative is fully-operational, we foresee a major benefit to the community in the form of ethically raised, locally-sourced, pasture-raised eggs. The influx of more local product will reduce the overall ecological impacts of transporting similar items from thousands of miles away.

We are excited for the partnership opportunities with Farmstand Local Foods, Puget Sound Food Hub, and Sno-Valley Farmers Co-op to supply customers with local pasture-raised eggs. Working with Farmstand Local Foods also creates an opportunity to supply eggs to Seattle afterschool programs for low-income children through the City of Seattle’s Farm to Table program.

I certify that the project has been completed, all expenditures have been paid, and the final report has been received by the District.

_____,
District Representative

Date:_____

I certify that the project has been completed, all expenditures have been reported, and the final report has been completed and submitted to the District.

_____,
Grant Recipient

Name:

Title:

Date:_____



King Conservation District
Regional Food System Program
Grant Agreement Close Out

Grant Summary Information

Recipient: Cascadia Cooperative Farms

Project Title: Phase 2: Farmer Engagement and Support

Project Description: This project will assist farmers in scaling up their pastured poultry operations through mentoring, training, and technical support and removing some of the financial barriers to starting or expanding production by providing matching funds.

Funding Source and Year: KCD 2018 Rates and Charges

Start Date: 1/1/2019	End Date: 12/31/2020	Date Awarded: 10/15/2018
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Grant Budget Summary		Payment Summary		Match
Award Amount:	\$58,730.00	Amount Paid to Date:	\$0.00	Cash Match:
Amount Spent:	\$0.00	Final Payment:	\$0.00	In-Kind Match:

Amendment Request Summary:

	Yes	N/A	Notes:
Scope of Work Revision:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Budget Revision:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Completion Date Extension:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

Copies of Work Product (check box or describe below)

<input type="checkbox"/> Designs/Plans	<input type="checkbox"/> Brochures/Publications	<input type="checkbox"/> Curricula
<input type="checkbox"/> Photos	<input type="checkbox"/> Video	<input type="checkbox"/> Sign Mock-Ups

Other:

KCD was acknowledged:

Site Visit	Date:	N/A: <input checked="" type="checkbox"/>
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Description:

Reporting Summary:	Yes	No	Notes:
Progress Reports:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Q1 2019 progress report; no others submitted
Expense Reports:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Final Reports:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

Accomplishments and Successes:

I certify that the project has been completed, all expenditures have been paid, and the final report has been received by the District.

District Representative

Date: _____

I certify that the project has been completed, all expenditures have been reported, and the final report has been completed and submitted to the District.

Grant Recipient

Name:

Title:

Date: _____



King Conservation District
Regional Food System Program
Grant Agreement Close Out

Grant Summary Information

Recipient: Living Well Kent

Project Title: Living Well Kent Green Houses and Farm

Project Description: The Auburn Greenhouse and Farm Project offers a unique opportunity to reactivate valuable farm infrastructure and farmland, while simultaneously training immigrant farmers and growing produce that will be distributed within the South King County community thereby increasing access to healthy local food.

Funding Source and Year: KCD 2018 Rates and Charges

Start Date: 1/1/2019		End Date: 12/31/2020		Date Awarded: 10/15/2018
Grant Budget Summary		Payment Summary		Match
Award Amount:	\$96,000.00	Amount Paid to Date:	\$86,400.00	Cash Match: \$
Amount Spent:	\$96,000.00	Final Payment:	\$9,600.00	In-Kind Match: \$21,683.82

Amendment Request Summary:	Yes	N/A	Notes:
Scope of Work Revision:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Budget Revision:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Reallocate funds among budgeted item(s) within 10% of total grant award (4/20/2020) - \$8,000 from contractual to staffing/salary.
Completion Date Extension:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

Copies of Work Product (check box or describe below)

<input type="checkbox"/> Designs/Plans	<input type="checkbox"/> Brochures/Publications	<input type="checkbox"/> Curricula
<input checked="" type="checkbox"/> Photos	<input type="checkbox"/> Video	<input type="checkbox"/> Sign Mock-Ups



Other:

KCD was acknowledged through banners in the greenhouse, on our food access webpage at [livingwellkent.org \(https://youtu.be/8BHXVuGsrhM\)](https://youtu.be/8BHXVuGsrhM) , and farmers were also made aware that an important reason why they have been able to farm and receive support and resources from Living Well Kent has been due to the funding that was provided by KCD.

Site Visit		Date:		N/A: <input checked="" type="checkbox"/>	
Description:					
Reporting Summary:		Yes	No	Notes:	
Progress Reports:		<input checked="" type="checkbox"/>	<input type="checkbox"/>		
Expense Reports:		<input checked="" type="checkbox"/>	<input type="checkbox"/>		
Final Reports:		<input checked="" type="checkbox"/>	<input type="checkbox"/>		

Accomplishments and Successes:

The Living Well Kent Farm (LWK) and Greenhouse has established a space where immigrant/refugee, low income, and BIPOC farmers who struggle to access to resources can use the greenhouse and one acre of farmland to continue practicing what they love to do, farm. The space and facilities also offer the opportunity to learn new skills and adapt to farming in our Western Washington climate.

LWK has not only created access to land for farmers, in return, they have helped increase access to healthy food by selling their produce through our Kent East Hill Farmers Market, newly established CSA program, and donations to food banks and other organizations.

Activities Performed/Outcomes

Even with all of the uncertainty and challenges in 2020, LWK farm was able to accomplish a successful farm season, growing over 4000 pounds of food. We were also able to improve infrastructure in the greenhouse to increase production, including fixing parts of the roof with holes or tears, insulating water lines so that there is no risk of bursting pipes in the winter, and installing security cameras inside and outside of the greenhouse to avoid any damage or theft.

Xavier, farm manager, created a successful crop plan implemented when the new farming season started. He sowed seeds for a variety of crops and after being hardened off, would contact farmers to take starts they wanted to transplant in their plots. Xavier also did a variety of tasks in preparation for the farming season, including tilling the soil and preparing it for the farmers, making sure that he was on schedule with the crop plan, and buying tools, soil, compost, and other resources needed for the greenhouse and the land.

- 8 greenhouses in use (2,200sf)
- 1 acre in production (in 2020 requested expansion to 10 acres, but landlord denied request)
- 12 farmers participating in farming and sales operations
- Weekly food drives donated excess produce to LWK clients
- Customer turnout at farmstand was significantly reduced due to Covid. Sales totaled \$786
- CSA pilot with 5 customers earned \$30/week for 14 weeks (\$2,100)

Collaboration

Xavier started a collaboration with Mother Africa to start a composting class. Mother Africa funded building a composting station. LWK supported Mother Africa in taking care of the compost and joining their weekly meetings. Compost will be available for use at the start of the 2021 growing season.

We also collaborated with Highline College, who introduced us to two farmers, Abdi and Abdikani, who were part of their sustainable agriculture program and were looking to continue learning and practicing their farming skills. Both were given small plots to grow produce, and in the summer also given the opportunity to be LWK's first cohort of farm interns. As interns, they did a variety of tasks, received lessons from the farm manager and assistant, and supported other farmers needing help.

Problems or Delays

The Covid-19 pandemic created some challenges, but not mainly for our farm. Most of the challenges that we faced were on our market, the Kent East Hill Farmers Market. We had to change the location and structure of our market so that we could continue to operate through the 2020 season. To make up for the expected losses, we started a CSA program. Our first CSA season was treated as a pilot, but was very successful. Through our CSA program, we were able to continue increasing food access by selling our CSA boxes at low/affordable prices. The pilot season had 5 CSA customers. Because of the success we had and the additional King County land LWK will gain in 2021 through collaboration with FAACT (Food Access and Aggregation Community Team), we are planning to increase our CSA to 35-40 customers.

By the end of the 2020 season, we had met all our goals and accomplished all outcomes from the KCD grant. Xavier was hired as the farm manager and was able to improve production at the farm; we were able to fix all infrastructure needs before the new season started, and we collaborated with other organizations in South King County. Xavier and our farm assistant hired from June- August, were able to support farmers with technical assistance and successfully adjusted the structure of the farmers market so that we could continue to operate through the Covid-19 pandemic.

Future Project Plans

LWK is looking forward to growing and improving our food access program in 2021. By increasing the CSA program to 35-40 customers, we will increase access to healthy foods for many families. We will continue to make our CSA program affordable and will prioritize people who are current SNAP users. With additional King County farmland, we will have space to grow enough food for our CSA customers, as well as selling at our newly planned farm stand in Kent's West Hill. We will also continue to have our Kent East Hill Farmers Market, depending on covid.

Funding Expended to Date

The total grant award was \$96,000. This leveraged an additional \$21,683.82 in in-kind match (greenhouse equipment, repairs, supplies, and technical assistance).

Regional Benefits

Increased the number of farmers who could access farmland in King County as well as able to grow produce for themselves and their families. The farmers market, although abruptly changed into a farm stand because of the pandemic, was able to continue providing access to healthy foods to residents in a food desert neighborhood. The addition of the CSA program allowed us to increase access to healthy food. Although the CSA program was extremely small with only 5 customers, it was used as a pilot year to learn what works and what doesn't. Because of the success of the CSA in 2020, we are confident that we can expand to 40 customers in 2021 and are prioritizing and targeting SNAP customers and Seniors, hoping to use our CSA to continuing increasing access to healthy produce.

Lessons Learned and Recommendations for Future Projects

At the end of the season, the farm manager had a meeting with all the farmers to discuss how the season went, what lessons were learned, and what we could do differently for the 2021 season. Overall, we agreed that the season was a success. Some lessons that we learned were that the farm manager should be more aware of what crops farmers would like to have. Improvements could also be done to access water lines on the farmland. Sustainability could be improved by increasing drip irrigation and building a drip irrigation system. Crop production could also increase with drip irrigation and building more hoop houses.

I certify that the project has been completed, all expenditures have been paid, and the final report has been received by the District.

_____,
District Representative

Date:_____

I certify that the project has been completed, all expenditures have been reported, and the final report has been completed and submitted to the District.

_____,
Grant Recipient

Name:

Title:

Date:_____



King Conservation District
Regional Food System Program
Grant Agreement Close Out

Grant Summary Information

Recipient: Snoqualmie Valley Farmers Cooperative

Project Title: Market Boost Project

Project Description: With the aim of moving the Snoqualmie Valley Farmers Cooperative to financial self-sufficiency, this project funds the three items most crucial to the SVFC's success: a delivery vehicle, staff time for sales and marketing, and promotional materials.

Funding Source and Year: KCD 2017 Rates and Charges

Start Date: 1/1/2018	End Date: 12/31/2019	Date Awarded: 11/13/2017
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Grant Budget Summary		Payment Summary		Match
Award Amount:	\$82,810.86	Amount Paid to Date:	\$74,529.77	Cash Match: \$0.00
Amount Spent:	\$74,529.77	Final Payment:	\$0.00	In-Kind Match: \$0.00

Amendment Request Summary:	Yes	N/A	Notes:
Scope of Work Revision:	<input type="checkbox"/>	<input type="checkbox"/>	
Budget Revision:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	9/2019: Reallocate funds among awarded budget items within 10% of total project award (decrease funding to project supplies and admin and increase funding to graphic design, marketing, and travel)
Completion Date Extension:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

Copies of Work Product (check box or describe below)

<input type="checkbox"/> Designs/Plans	<input type="checkbox"/> Brochures/Publications	<input type="checkbox"/> Curricula
<input checked="" type="checkbox"/> Photos	<input type="checkbox"/> Video	<input type="checkbox"/> Sign Mock-Ups

Other:



KCD was acknowledged as a funder of this project in the following ways: The Snoqualmie Valley Farmers Cooperative acknowledges KCD in printed materials, digital marketing efforts, posts and ads on Facebook and Instagram, and additional recognition is given on our website, printed material and all advertisements.

Site Visit	Date: 9/27/2018	N/A: <input checked="" type="checkbox"/>
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Description: View wash/pack, aggregation site, van

Reporting Summary:	Yes	No	Notes:
Progress Reports:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Expense Reports:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Final Reports:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	No annual performance report submitted in 2018 and no final performance report submitted in 2019.

Accomplishments and Successes:

Task 1: Purchase Delivery Van
The loan balance for delivery van was paid in full on Nov 16, 2019.

Task 2. Create Marketing Strategy
Marketing consult was hired. Marketing strategy plan developed.

Task 3. Implement Marketing Strategy
Marketing strategy plan implemented. Marketing activities continued on social media.

Collaboration

Key partnerships with Snoqualmie Valley Preservation Alliance (SVPA), SnoValley Tilth (SVT), and Savor Snoqualmie Valley (SSV) assisted with being able to close out the 2019 CSA season as well as continue the annual Thanksgiving box offering.

Outcomes

- Q4 saw the end of the 2019 CSA season in early November. The CSA season ended with a 37% growth in count of CSA memberships from June to October.
- The annual Thanksgiving box offering increased by 10% YoY in sales and a 29% increase in revenue due to updated pricing.
- The thanksgiving boxes offered the add on for a turkey and we partnered with Falling River Meats with a 41% increase in turkey sales. The SnoValley Tilth Harvest Market was used as a pick up location for the Thanksgiving boxes and it was well received by customers. It also garnered additional awareness for the SVFC.
- The General Mgr proposed to pause on the Winter CSA for 2019, so the SFVC Board and farm members could focus on preparing for the 2020 CSA season. The SVFC Board and farm members voted and agreed to pause the Winter CSA to focus on the 2020 CSA season with an updated website for easier CSA ordering as well as value added items. The updated website will help scale non-CSA orders as well in the 2020 season.

Testimonials:

- “Thank you for the wonderful produce. I enjoyed eating them, especially the fruit & specialty items I can’t find.” – Kat (SVFC Customer)*
- “It [Thanksgiving box] was a very lovely box.” – Charles (SVFC Customer)*
- “Really enjoyed the [Thanksgiving] box and the fresh turkey...Amazing.” – Emily (SVFC Customer)*
- “I just wanted to let you know that we LOVED having the Thanksgiving box. The food turned out great and our guests were very impressed. Great work...” – Kaitlin (SVFC Customer)*

Problems or Delays

An online hack during the run up to Thanksgiving in November slowed marketing efforts via Facebook and the inability to communicate to customers effectively. Hacking issue was resolved but left little time to make up for the downtime in sponsored ads. Key partnerships with Savor Snoqualmie Valley, SVPA and SnoValley Tilth allowed for them to promote and amplify our marketing messages while the hacking issue was being addressed.

Funding

The total grant award was \$82,810.86. The amount reimbursed was \$74, 529.77. No cash or in-kind match documented.

I certify that the project has been completed, all expenditures have been paid, and the final report has been received by the District.

District Representative

Date:_____

I certify that the project has been completed, all expenditures have been reported, and the final report has been completed and submitted to the District.

Grant Recipient

Name:

Title:

Date:_____



King Conservation District
Regional Food System Program
Grant Agreement Close Out

Grant Summary Information

Recipient: Vashon Island Growers Association (VIGA)

Project Title: Vashon Fresh...an online marketplace for local food

Project Description: Vashon Fresh (www.vashonfresh.com) is an on-line marketplace for local food intended to reach customers who use electronic platforms to order products and to enable local farmers and food producers to capture a share of this growing market.

Funding Source and Year: KCD 2018 Rates and Charges

Start Date: 1/1/2019		End Date: 12/31/2020		Date Awarded: 10/15/2018
Grant Budget Summary		Payment Summary		Match
Award Amount:	\$30,030	Amount Paid to Date:	\$26,971.72	Cash Match: \$
Amount Spent:	\$30,030	Final Payment:	\$3,058.28	In-Kind Match: \$16,414.82

Amendment Request Summary:

	Yes	N/A	Notes:
Scope of Work Revision:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Budget Revision:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Completion Date Extension:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

Copies of Work Product (check box or describe below)

<input type="checkbox"/> Designs/Plans	<input type="checkbox"/> Brochures/Publications	<input type="checkbox"/> Curricula
<input checked="" type="checkbox"/> Photos	<input type="checkbox"/> Video	<input checked="" type="checkbox"/> Sign Mock-Ups

Other: 



KCD logo and funding acknowledgment accompanied:

- Email notices about Vashon Fresh
- Vashon Fresh website
- West Seattle pick-up location banner and A-Frame
- A-Frame and banners at Vashon Village Green pick-up location and throughout the island
- Presentation at the statewide Tilth Conference
- Front page KCD logo, gratitude, and direct link to KCD website at www.vashonfresh.com

Site Visit	Date:	N/A: <input checked="" type="checkbox"/>	
Description:			
Reporting Summary:	Yes	No	Notes:
Progress Reports:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Expense Reports:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

Accomplishments and Successes

Activities Performed

Vashon Fresh utilizes the Local Food Marketplace web platform that enables farmers and food producers to offer goods directly to consumers, and allows consumers to order and pay on-line. Vashon Fresh created an aggregation location where producers and farmers deliver twice-weekly orders. The volunteer team aggregated orders in a central facility and created both a delivery and safe pick up model for customers on Wednesday and Saturday afternoons from April to October 31st.

VIGA board and staff members approached this year with additional safety challenges due to COVID. We continued the model we created last year with minor adjustments needed:

- Required producers to weigh, package and label customer orders - creating fewer physical contact points for Vashon Fresh staff and speeding up the distribution process.
- Moved aggregation location to a larger, more protected facility at the Old Chaser Farm.
- Expanded geographic service area to the much larger West Seattle customer base by setting up and marketing a pickup location near Fauntleroy Ferry terminal.
- Worked with Producers to create environmentally friendly packaging options while maintaining COVID restrictions.
- Added an additional distribution day (given lack of farmers market due to COVID) giving farmers more time to list available products, and list on either/both distribution days which offered customers greater certainty of availability.

Collaboration

Old Chaser Farm donated aggregation/distribution space in its centrally located facility for both aggregation days for the entirety of the extended season. VIGA partnered with the Food Access Partnership (FAP) to process Farm Bucks and EBT onsite for the growing population of EBT customers. VIGA managed the pick-up location to offer an EBT farm buck and token match program and payment for Vashon Fresh orders. This program doubles the amount an EBT customer can spend on food items to improve food security.

We partnered with local businesses who sponsored our 2020 marketing campaigns. John L. Scott created our market banners and A-Frame signs, and Island Leafy Greens sponsored our West Seattle pick-up location with a banner and marketing materials.

Outcomes

Vashon Fresh sales for 2020 totaled \$92,188.83 a significant increase from \$20,000 in 2019. Although revenue tripled, expenses did as well. Having a full time employee and COVID infrastructure adjustments, profit yielded \$8,245.66. The number of participating farms and producers grew from 21 in 2019 to 37 in 2020. Notably a few farms (Old Chaser Farm, Farmstead and Forest Garden Farm to name a few) increased sales and their commitment to the utility of the service and are now leading the effort to make Vashon Fresh sustainable. It is difficult to ascertain what if any increases in land production or employment outside of Vashon Fresh occurred in 2020. Markets Team is currently evaluating the balance of cost vs. revenue projections to increase profits.

Problems or Delays

There were multiple safety, regulatory, and logistical challenges in 2020 due to COVID:

- VIGA created a full-time position combining the market and assistant manager positions. The challenge was to train this employee quickly and efficiently for all needed paperwork, customer correspondence, data entry, and vendor communications. This required duplicated efforts from the board volunteers to oversee progress and accuracy, as well as implementing new aggregation systems to compliment the combined roles.
- A significant drop off of farmers and producers when packaging and insurance restrictions were required. This also occurred as other physical markets in the Seattle/Tacoma area were introduced and reopened. This created additional job duties for the manager to market and proactively outreach to farmers, inviting them to join Vashon Fresh. This was a positive outcome but created additional new producer training on input of products, packaging guidelines, and Vashon Fresh produce standards.
- In previous years, we saw an increase of restaurant demand for local products. This was prevalent at the beginning of the 2020 season, but as COVID restrictions were put into place for indoor dining, we saw an increase of farmers relying on selling through their farm stand as opposed to Vashon Fresh. Added packaging requirements led some producers to bypass Vashon Fresh and sell directly to customers through farm stands.

- We recreated our online platforms (social media and websites) to market to stay home customers, including advertising complimentary delivery on first orders of \$25 and referral bonuses. Marketing and advertising plans were re-envisioned and implemented throughout the season. This created a delay in real time projections and creating a sustainable budget for the 2020 season.

Future Project Plans

We are learning from 2019 and 2020 and taking steps to get back on track to succeed:

- In November 2019, VIGA elected new board members including the original Vashon Fresh manager Abby Antonelis and co-owner of Vashon Fresh's biggest producer, Forest Garden Farm, Lisa Hasselman (board president). This re-doubles board resolve to oversee and promote Vashon Fresh.
- In November 2019, Dan Carlson (owner Kareli Farm and Vashon Fresh producer) and Chris Hedgpeth (co-owner Forest Garden Farm and Vashon Fresh producer) spoke on a well-received panel on the future of on-line sales at the Tilth conference in Yakima.
- In December, VIGA conducted a search for a new Vashon Fresh operations manager, splitting the job from the farmers market manager and selected an experienced food retail manager, Lori Walters, to lead Vashon Fresh with her passion for building the local food economy.
- On January 6, 2020, Vashon Fresh hosted a Chef and Farmer Meet-Up which brought the restaurant and food preparation sectors on Vashon together with farmersto learn each other's needs, strengths and opportunities, and to explore ways that Vashon Fresh and its software platform could be used to facilitate connections and sales.
- In March, VIGA added an assistant manager to support the 2 aggregation days per week. This position will focus on aggregation site, delivery, and volunteer staffing allowing the manager to focus on email correspondence, administration, and farmer communications. VIGA was able to hire an assistant manager who also has experience as a marketing consultant to develop an integratedmarketing plan and boost social media engagement.
- In April, VIGA combined both manager and assistant manager into a singular rolewith 1 full-time staff member.
- In October, an island wide survey was sent to customers, vendors, farmers, and businesses to gather information from 2020 and expectations for future seasons. Feedback will assist the Markets Committee address customer and farmer needs.

Funding

The total grant award was \$30,030. This leveraged an additional \$16,414.82 in in-kind match (aggregation and storage space at Matsuda Farm, bookkeeping, marketing, software, and delivery supplies).

Regional Benefits

While Vashon Fresh sales represent a tiny fraction of regional food sales today, the online medium will be crucial for local food producers and provide consumers with more local food access in the years ahead.

Vashon Fresh and Tilth Alliance moderated and presented a panel session on online food marketing at the Tilth Conference in Yakima in November 2019. The session was well attended, and received positive evaluations from participants across the state.

Lessons Learned and Recommendations for Future Projects

- It takes a lot of people power to efficiently run and maintain an online program like VashonFresh.
- Online Farmers Markets saw a huge increase due to COVID. This created many different options of online platforms for farmers to sell their products, providing something that other online platforms cannot, will create rapport for our local farmers. Personalization of communication. We are their neighbors.
- Communication, consistency, and routine are key for farmers on Vashon Fresh.
- Customers enjoy ordering local, fresh items online in real time, knowing that we will maintain quality and consistent delivery and pick-up days and times.

- Future projects- create a buffer for unforeseen events or lack of funding:
 - How will a market survive if severe inclement weather becomes a factor?
 - How can we best support farmers to ensure they can sell their products?
 - Is the current market model sustainable?
 - Can we create a program to ensure food does not go to waste?

I certify that the project has been completed, all expenditures have been paid, and the final report has been received by the District.

District Representative

Date: _____

I certify that the project has been completed, all expenditures have been reported, and the final report has been completed and submitted to the District.

Grant Recipient

Name:

Title:

Date: _____



King Conservation District
Regional Food System Program
Grant Agreement Close Out

Grant Summary Information

Recipient: Grow Food dba Viva Farms

Project Title: Training and Incubating a new and diverse generation of farmers in King County

Project Description: The goal of the project is to improve the success of beginning farmers by providing land, expanding infrastructure and equipment, and improving farm business planning at the Viva King County Incubator and Student Farm. With appropriate training and technical assistance, land, infrastructure, equipment, capital, and market access (essentials), we are creating economically viable farm businesses that increase local farm productivity and strengthen the local food economy.

Funding Source and Year: KCD 2018 Rates and Charges

Start Date: 1/1/2019		End Date: 12/31/2020		Date Awarded: 10/15/2018
Grant Budget Summary		Payment Summary		Match
Award Amount:	\$100,000.00	Amount Paid to Date:	\$94,753.08	Cash Match: \$44,123.20
Amount Spent:	\$100,000.00	Final Payment:	\$5,246.92	In-Kind Match:

Amendment Request Summary:

	Yes	N/A	Notes:
Scope of Work Revision:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Budget Revision:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	9/21/2020 Revise budget in excess of 10% of total award. Used cost savings on supply and equipment costs to (\$39,964.34) support additional farmer training by Farm and Education Manager and SAgE Program Assistant.
Completion Date Extension:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

Copies of Work Product (check box or describe below)

<input type="checkbox"/> Designs/Plans	<input type="checkbox"/> Brochures/Publications	<input type="checkbox"/> Curricula
<input checked="" type="checkbox"/> Photos	<input type="checkbox"/> Video	<input checked="" type="checkbox"/> Sign Mock-Ups

Other:





KCD was acknowledged through social media posts on Instagram and Facebook (6,367 followers); flyers for the Practicum course distributed to 50 partners and list serves annually (reach well over 10,000); Viva Farms’ end of year newsletter partner appreciation (1,666 subscribers); Viva Farms’ partner recognition webpage; and on the SAgE Collaborative website partner page. “Funded by KCD” stickers were placed on equipment and infrastructure around the farm.

Site Visit	Date: 5/25/2018	N/A: <input type="checkbox"/>
Description: View project site		

Reporting Summary:	Yes	No	Notes:
Progress Reports:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Expense Reports:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

Final Reports:



Accomplishments and Successes:

Activities Performed

Objective 1 (Tasks 1-6) – Improved production, irrigation, food safety and storage infrastructure in the following ways over the course of the grant:

Task 1: During fall 2019, purchased a 24' x 60' high tunnel with roll up sides. In 2020, 4 incubating farm businesses (Root and Rabbit, Gaining Ground, Songbird Haven Farm, Guerilla Gardens), and Viva Farms' Student Farm, used the high tunnel for propagation. In 2021, incubating farms will share the tunnel for propagation, and the student farm will continue to use a small portion for training purposes.

Task 2: In winter 2020, Viva Farms purchased materials and constructed 10 propagation tables. A Community Based Learning and Research volunteer from UW Bothell assisted with construction and designed a potting bench for use by all incubating farmers.

Task 3: Mechanical Engineering students at UW Bothell proposed a design and built a germination chamber completed in June 2019. The germination chamber was used for 2019 fall crops, but was disabled in early 2020 due to electrical issues. In late 2020, Viva rewired and refitted the design and it is ready for use in 2021.

Task 4: In Spring of 2019, Viva Farms staff researched, designed, and built a rainwater catchment system that enabled the farm to capture and store 2000 gallons of water from the open classroom roof.

Task 5: Wash/pack was upgraded significantly in 2020. Pallet rack shelving units were purchased and assembled, allowing 8 farms, including the student farm, to store harvest packaging and materials in a dry, safe environment. Viva also added bird exclusion netting and streamers, a new wash table, and a lighting system. Finally, Viva plumbed the entire sink system and added additional hanging sprayers at each table.

Task 6: Through the course of the project, farm managers monitored product flow through refrigeration to gauge the appropriate size, layout, and function of the solar cooler. 7 farmers moved their product from point of harvest to point of sale throughout the season so quickly each year that there was never a time when current refrigeration was filled to capacity. During 2020, the solar cooler gave out. As an emergency fix mid-season, a generator and propane system was used to supplement power. Redesign and repairs have been on pause, as the current landowner has committed to installing a new refrigeration system to be used by all farms.

Objective 2 (task 7): Improved farm land development and production equipment through purchase of all of the budget approved project equipment. Through use of newly purchased mower, tractor implements and the flame weeder, we were able to eliminate canary reed grass, opening up 1.25 acres of farmable land for lease to incubating farmers. Farmers have reported time savings from utilizing the planting and cultivating tools. The 30 BCS Flail Mower has been utilized for cover crop termination and field management, the pressure washer has been used for equipment and livestock washing. The JP-6 has been used by incubating farmers as well as in the training program to help with efficiency in planting and field uniformity. Incubator program productivity for year-to-year will be measured in January 2021 through aggregation of profit and loss data collected during Viva Farms' end of year survey.

Objective 3 (task 8): Provided access to incubator essentials- training (19 received certificates of completion for the Practicum in Sustainable Agriculture: 7 in 2019 and 12 in 2020); and land, infrastructure, and equipment (an increase from 4 farm businesses in 2018 to 6 in 2019 to 7 in 2020).

Collaboration

A notable partnership developed with **Mechanical Engineering** students at **UW Bothell** resulted in a well-designed, highly cost-efficient germination chamber built with volunteer hours from the students with oversight from Viva Farms farm manager and completed in June 2019. Practicum in Sustainable Agriculture (PSA) students helped build the high tunnel and learned about high tunnel construction in the process. **UW Bothell CBLR** students helped prep the high tunnel and build propagation tables, learning about season extension along the way. Viva partners with **Seattle Central College** to offer the PSA for credit as part of the SAgE program. 27 students (11 in 2019 and 16 in 2020) learned about propagation, season extension, and hot crop production. Students also learned about mechanical cultivation using the tractor implements. Collaborated with **Farms for Life** to promote farmer produce sales. We collaborated with **Sammamish Valley Alliance** for produce sales and road improvements. We continue to partner with **SnoValley Tilth, Tilth Alliance, 21 Acres, the Working Farmland Partnership, UW Bothell, King Conservation District** and so many others to provide key incubator essentials such as training workshops and educational materials, infrastructure (electricity, storage) and technical assistance in King County.

Outcomes

Key successes of the grant were:

- Number of new farmers: 6 (increase from 7 in 2018 to 9 in 2019 to 13 in 2020).
- Number of new farm businesses: 4 (increase from 4 in 2018 to 6 in 2019 to 7 in 2020 with one launching off site).
- Number of new acres in production: 2.625 (increase from 4.5 in 2018 to 6.75 in 2019 to 7.125 acres in 2020).

- Number of new acres available for production/lease: 1.25 (increase from 6.5 in 2018 to 7.75 in 2020)
- Significant sales and CSA customer increases as follows:

	2019	2020
Number of KC Wholesale Customers	24	25
Number of KC CSA Customers	46	125
Wholesales sales to KC (\$)	\$298,116	\$356,285
CSA Sales to KC (\$)	\$21,590	\$66,646
Total Sales to KC (\$)	\$319,706	\$422,931
KC Sales as % of total sales	77%	74%
Increase in Sales to KC YOY (%)	56%	32%
Increase in number of KC Wholesale Customers YOY (%)	33%	4%
Increase in number of KC CSA Customers YOY (%)	53%	172%

Problems or Delays

A “good problem” is that we underspent on specific supplies approved through the grant. Farm managers monitored product flow through refrigeration to gauge the appropriate size, layout and function solar cooler for farmers’ needs. Farmers moved their product so quickly each year that there was never a time when current refrigeration was filled to capacity. This, in combination with volunteer time from UW Bothell students to build a cost-efficient germination chamber saved \$39,964. However, we underestimated personnel time required for project delivery. In September 2020, a budget revision was granted to reallocate these funds to personnel time.

I certify that the project has been completed, all expenditures have been paid, and the final report has been received by the District.

_____,
District Representative

Date:_____

I certify that the project has been completed, all expenditures have been reported, and the final report has been completed and submitted to the District.

_____,
Grant Recipient

Name:

Title:

Date:_____



King Conservation District
Regional Food System Program
Grant Agreement Close Out

Grant Summary Information

Recipient: Vashon-Maury Island Land Trust (Matsuda Farm)

Project Title: Matsuda Farm to Vashon Schools

Project Description: Matsuda Farm, a project of the Vashon Maury Island Land Trust, was founded with a vision of becoming a thriving Farm-to-School program for the Vashon School District. Everyone deserves access to local produce that is fresher, tastier, and more nutritious – especially kids who are busy growing strong brains and bodies. Growing locally reduces the amount of carbon burned to truck and ferry produce onto Vashon Island from locations near and far, and helps to rebuild Vashon’s once robust local farm economy.

Funding Source and Year: KCD 2019 Rates and Charges

Start Date: 1/1/2019		End Date: 12/31/2020		Date Awarded: 11/18/2019
Grant Budget Summary		Payment Summary		Match
Award Amount:	\$6,000.00	Amount Paid to Date:	\$5,400.00	Cash Match: \$2,458.31
Amount Spent:	\$6,000.00	Final Payment:	\$600.00	In-Kind Match: \$

Amendment Request Summary:	Yes	N/A	Notes:
Scope of Work Revision:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Budget Revision:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Completion Date Extension:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

Copies of Work Product (check box or describe below)

<input type="checkbox"/> Designs/Plans	<input type="checkbox"/> Brochures/Publications	<input type="checkbox"/> Curricula
<input checked="" type="checkbox"/> Photos	<input type="checkbox"/> Video	<input type="checkbox"/> Sign Mock-Ups



KCD acknowledgement: Now that the high tunnels are up, we will push the story out on email and social media, and will give credit in our Annual Report.

Site Visit		Date:		N/A: <input checked="" type="checkbox"/>	
Description:					
Reporting Summary:		Yes	No	Notes:	
Progress Reports:		<input checked="" type="checkbox"/>	<input type="checkbox"/>		
Expense Reports:		<input checked="" type="checkbox"/>	<input type="checkbox"/>		
Final Reports:		<input checked="" type="checkbox"/>	<input type="checkbox"/>		

Accomplishments and Successes:

Activities Performed

Purchased and erected two rolling high tunnels to facilitate growing in the shoulder seasons. Many farms on Vashon shut down for the winter, which pinches the already meager supply of local produce.

Collaboration

The Backbone Campaign recruited and led volunteers to facilitate our food donations. Other project partners for 2020 included Vashon Seed Project, Vashon Garden Club, and Vashon Habitat Project.

Outcomes

With schools shut down, we pivoted to grocery stores, food banks, and the Vashon Food Access Network. We donated more than \$18,000 worth of food in 2020 – mostly to Latinx families qualified through Vashon Youth and Family Services.

At the same time, we were able to increase our wholesale sales from \$25,000 in 2019 to \$60,000 in 2020. We remain the only significant wholesale vegetable grower on Vashon. Because of the pandemic, we were forced to forge new relationships with Island grocers. These new relationships will serve us as we continue to attract “regular” shoppers to participate in the local farm economy.

Problems or Delays

During the November winds, we lost one of our fixed high tunnels. This led us to delay installing the skin on the second rolling tunnel. We expect to complete this work, and the project, by the end of March 2021.

Future Project Plans

We will complete and close out this project in Q1 2021.

Funding

The total grant award was \$6,000. This leveraged an additional \$2,459 in cash match (Two high tunnels were purchased and constructed). Had another project contract with NRCS for \$4,000. Total cost for both high tunnels was \$12,458.31).

Regional Benefits

Because of the pandemic, sales to grocery outlets grew considerably. This has provided general access to fresh, local produce for Vashon residents during a season when our farmers market was shut down. This shows significant progress in our goal to build a larger farm economy on Vashon. We look forward to getting our produce back into schools soon. The benefit from these two rolling high tunnels will begin to accrue this growing season and will greatly assist our growing needs as kids get back to school next fall.

Lessons Learned and Recommendations for Future Projects

Our experience with food donations during the pandemic was not part of the planned project but has greatly changed our vision. We will be experimenting with a “sliding scale” CSA that would support weekly food bags by selling “sponsorship” level subscriptions. This move toward food equity is now foundational to our mission and vision for Matsuda Farm.

In 2020, we began to adopt no-till practices at Matsuda as part of an overall effort to convert the farm to regenerative agriculture. This helps us meet our goals of providing wildlife habitat on the Farm and to do our part to sequester carbon. Moving to regenerative farming will provide us with opportunities to educate the community on the needs for a more healthy and socially responsible local farm economy.

I certify that the project has been completed, all expenditures have been paid, and the final report has been received by the District.

District Representative

Date: _____

I certify that the project has been completed, all expenditures have been reported, and the final report has been completed and submitted to the District.

Grant Recipient

Name:

Title:

Date: _____



Regional Food System Grant Program
Agreement Amendment Request

Instructions: To request an amendment to your Grant Award, complete this form and submit it to the King Conservation District. You will receive a written response back from the District either approving or denying the request. Attach any supporting documents you think will aid the review of your request.

Grantee: South King County Food Coalition
Project Title: Food Access and Aggregation Community Team Site Exploration
Agreement Year: 2020-2021

Request to Amend Grant Award in the following manner (check all applicable categories and provide details in space provided below or attachments where indicated):

Change the Project Completion Date from to

- ☐ Extend project up to 90 days past original completion date
- ☐ Extend project in excess of 90 days past original completion date
- ☐ Extend project due to permit and/or construction delays
- ☐ Other (e.g., matching funds delayed)

Change the Project Scope of Work (attach completed Scope of Work Revision Detail form)

- ☐ Increase scope of work at same funding level
- ☐ Decrease scope of work at same funding level
- ☐ Other (describe and provide explanation below)

Change the Project Budget (attach completed Budget Revision Detail Form)

- ☐ Reallocate funds among awarded budget item(s) within 10% of total grant award
- ☐ Reallocate funds to new budget item(s) within 10% of total award

x Revise budget in excess of 10% of total grant award

- ☐ Other (describe)

Other Category of Revision

- ☐ Change applicant/principle partners without change in scope of work and funding level
- ☐ Other (describe and provide explanation below)

Describe the proposed amendment, identify how the new proposal differs from the awarded grant, and provide the reason/justification for the request (attach additional pages if more space is needed).

Because of modifications to our KCD Regional Food System Grant contract due to not knowing what land we would be farming for this project, as well as delays due to COVID, we had to go through extensive scope of work revisions, and our work was pushed back three months. We are proposing to push the project out three extra months into 2022 to allow for our project to spend 2 full years working.

The Food Access and Aggregation Community Team (FAACT) provides stipends for the participation of member organizations based on their monthly time commitment to the project. When the original grant application was submitted, our budget placed all members at the same stipend amount and separated the stipend allotment for South King County Food Coalition into the staff category. To better reflect the way FAACT provides stipends to members, we are requesting all the funds in staff to be transferred to contractual with all the other participants. Similarly, the funding put into mileage was included in the stipends for non-Coalition staff, so that money would be rolled into the new stipends for the Coalition staff members. Allowing Coalition staff to invoice for stipends in the same way as all the other participants ensures an equitable allocation of funds between all the members.

Authorized Signature, Grantee

Date

Secondary Authorized Signature (as needed)

Date

- ☐ Request approved
- ☐ Request denied (see attached for explanation)
- ☐ Additional information requested (see attached for requested information)

Authorized Signature, King Conservation District

Date



Regional Food System Grant Program Budget Revision Detail Form

Revised Project Budget: Use the tables below to compare the awarded project budget to the proposed revised project budget.

Grantee: South King County Food Coalition

Project Name: Food Access and Aggregation Community Team Site Exploration

Awarded Project Budget (same as grant application budget)

Proposed Revised Budget (same as information in most recent Expense Report-YTD actual expenditures)

	KCD Funds	Other Funds (specify)	Other Funds (specify)	Total (by line item)
Salaries and Benefits	\$ 20,000.00			\$ 20,000.00
Travel/Meals/Mileage	\$ 2,320.00			\$ 2,320.00
Office/Field Supplies	\$ 1,000.00			\$ 1,000.00
Contracted/ Professional Services	\$ 74,680.00			\$ 74,680.00
Permits				
Other (specify)				
Indirect Costs	\$ 2,000.00			\$ 2,000.00
TOTAL (by source)	\$ 100,000.00	\$ -	\$ -	\$ 100,000.00

	KCD Funds	Other Funds (specify)	Other Funds (specify)	Total (by line item)
Salaries and Benefits				
Travel/Meals/Mileage				
Office/Field Supplies	\$ 1,000.00			\$ 1,000.00
Contracted/ Professional Services	\$ 97,000.00			\$ 97,000.00
Permits				
Other (specify)				
Indirect Costs	\$ 2,000.00			\$ 2,000.00
TOTAL (by source)	\$ 100,000.00	\$ -	\$ -	\$ 100,000.00