



Regional Food System 2022 Competitive Grant Program Grant Application Additional Guidance

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PART 1 – Terms and Definitions

Work Plan

This is a key question that describes how you envision carrying out your project. A logic model is one tool that can be useful to help you visualize how you will achieve your goals. An example logic model is included in Part 3 of this document.

Key terms used to describe your work plan:

Task: A grouping of related activities that typically occurs in the same block of time and/or are interdependent. Purchasing plants and planting them are interdependent activities. Planting plants and conducting a farm tour may be part of the same project but they are not interdependent and logically belong in separate tasks.

Activity: The actions that carry out the project (buying plants and planting them, developing a workshop and running the workshop, recruiting young farmers and training them, are examples of activities). It is important to provide clear information, including:

- Who will carry out the activity and who will participate?
- What is the nature of the activity?
- How will it be carried out and how can you describe it in numerical terms?
- Where will it be carried out and how big of an area or volume will it cover?
- When will it be carried out and how frequently?

Outputs: Tangible products issuing from the activity, such as a new warehouse, a workshop curriculum, enrolling people in a program or having a certain number complete the program, five acres newly in farm production, a website.

Outcomes: The difference made by outputs, their effectiveness. This could include specific changes in program participants' behavior, knowledge, skills, status, and level of function. For instance, if the goal of a program is to train future farmers, the outcome should be that many program graduates are farming successfully.

Some outcomes can only be measured in the short-term (1 – 3 years) while long-term outcomes (4 – 6 years) are less tangible. Therefore, it is best to focus on those short-term outcomes you can actually measure more immediately. Note that in some cases, this may occur beyond the funding period of your grant. You may include long-term outcomes, well beyond the grant period, if their attainment is self-evident. For example, a short-term outcome might be the establishment of a farmer cooperative or collective where capital costs are distributed among several farmers, which both increases their productivity and decreases their capital investments. A related mid-term outcome might be that within 6 years, local farming subsidies (such as this grant) result in an ever-increasing return on investment. This will lead to the long-term outcome of a strong, self-sustaining, and resilient food economy.

Performance Measures: How you measure outcomes. A quantifiable target of an organization's work and the results of that work. Performance measures are based on data and tell a story about whether an organization, project or activity is achieving its objectives and if progress is being made toward attaining organizational or project goals. Furthermore, the way to measure its attainment is reliable and accurate.

For the purpose of the proposal, describe the method employed to evaluate the performance of your project and state the indicators of success. It can be as straightforward as a record of new farm product sales, acres in production or more complex like designing a survey.

Some performances are difficult to quantify or require methods that would go beyond the scope of your project. In addition, attempts at quantification may sometimes lack relevance. If your

short-term outcomes are not quantifiable, seek an objective way to demonstrate success. For example: An applicant wishes to secure refrigerated space for farmers. The goals are that refrigeration will result in less spoilage and increase productivity. Because past records are unreliable, the project’s impact relies on anecdotal information. For instance, five farmers have increased their crop acreage, or two now grow crops that would have a short shelf life without refrigeration. Good before-and-after documentation that shows successful outcomes will make up for lack of data.

Example of Outcomes and Performance Measures

These examples can help you frame your answers for the proposal.

ACTIVITY	OUTCOME	PERFORMANCE MEASURE
NABC staff will provide outreach, recruitment, and technical assistance for adding King County farmers as members of the food hub.	Ten or more King County farms will join the food hub.	1) Number of farmers registered on food hub; 2) Total food hub sales (\$) of King County product (reported by seller).
Work with the City of Seattle and Human Links foundation to increase access of fresh local food to underserved communities.	Increased amount of local food in pre-school and day care meal programs to increase access to food for underserved communities.	1) Total number of sites purchasing from food hub 2) Total Farm-to-Table sales (\$).
Purchase and install 8x10 walk-in cooler.	Save energy and money by eliminating necessity for multiple separate refrigeration spaces.	Members will be surveyed to determine rate of energy use and cost prior to membership. After two months of active cooperative membership, members will be surveyed again to determine energy use and cost. The amount of energy required by walk-in storage must be less than individual members’ total combined use of cooling facilities.
Evaluate economic impact of EBT sales and Fresh Bucks participation for farmers markets.	Sales data and regular evaluation results allow farmers markets to use economic impacts of SNAP/Fresh Bucks on markets and vendors to strengthen farmers market support.	Monthly reports (during farmers market season) track EBT and Fresh Bucks, including year-to-year comparison where applicable. Periodic analysis of SNAP shoppers (e.g. frequency, repeat shoppers, behavior change, etc. data).

ACTIVITY	OUTCOME	PERFORMANCE MEASURE
As per an engineer's specifications, repair an existing cistern already on site in order to collect rainwater for irrigation.	Seven farm businesses at the Experience Farming Project (EFP) will be able to produce more crop varieties as a result of access to increased irrigation.	We will collect data from EFP participants about the number and types of crops they are currently able to produce and compare that information to participant crop data after irrigation systems have been improved. We will collect both qualitative information (anecdotes and observations on crop production from EFP participants) and quantitative information.
Snoqualmie Valley Preservation Alliance to work with new Water Improvement District (WID) commissioners to identify and implement early action projects, such as seasonal water right transfers and tile replacement projects.	Increased food production capacity due to WID's ability to address water supply and drainage needs.	At least thirty ag community members attend one or more visioning workshops; implement at least three seasonal water right transfers for the 2020 growing season.

Budget

Key budget information is presented below by categories allowable under this grant program.

- **Staffing:** Salaries/wages for individuals employed by your organization. Individuals not employed by your organization should be included under "Contractual." You may include fringe benefits for each project participant in the staff category.
- **Travel:** Ground transportation, lodging, meals, mileage, and air transportation. Travel rates may not exceed the reimbursement rates allowed by Washington State and the Federal Government. For these rates, please visit <https://ofm.wa.gov/sites/default/files/public/legacy/policy/10.90a.pdf>. Travel costs for contractors should be included under "Contractual."
- **Equipment:** Purchase of real property that supports the goals of the Regional Food System Program and Local Food Initiative. This could include, for example: shared farm production equipment (new or renovated) (e.g. pickup truck, utility tractor, tractor implements, rotovator, equipment storage or other shared structures, food storage (e.g. cold storage, walk in freezer); food transportation vehicles (e.g. trucks, refrigerated trucks); equipment for value-added production (e.g. freezing, canning, dehydrating or otherwise processing food); equipment that allows schools or other institutions to utilize more local farm products (refrigeration, salad bar, blender, walk-in freezer, mechanical slicers/choppers, etc.).
- **Supplies:** Software, field supplies, office supplies directly related to the project, workshop or training supplies, small non-equipment tools (hand tools, hand carts, wheelbarrows, plant stock, etc.).
- **Contractual:** Services to be provided under a contract.

- **Other:** Conferences and meetings (e.g. facility or equipment rental); communications (e.g. postage, on-line survey fees); speaker/trainer fees; publication costs (e.g. printing brochures, reports, etc.).
- **Overhead/Administrative Expenses:** Indirect overhead expenses are costs incurred for a common or joint purpose benefiting more than one cost objective that cannot be identified specifically with a particular project, program, or organizational activity. Examples include rent, internet, IT services, telephone, general office supplies, and insurance. Overhead expenses are allowed as the lower of two options: an itemization of office expenses directly related to the grant funded portion of the project, or 25% of salaries plus benefits associated with the grant funded portion of the project.

Match

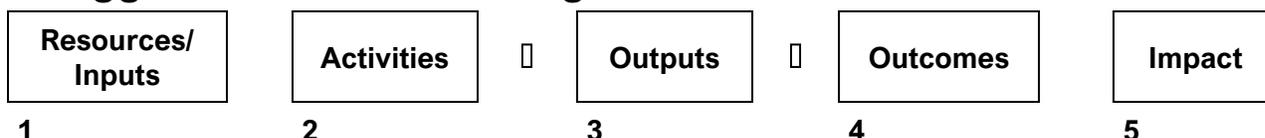
- **Cash Match:** Cash contributed to the project. This could include equipment purchased for project activities, personnel hired to help with the project who will not be hired if the project is not funded, paying for project outreach or printed materials, contributions or donations to the project. If you are contributing funds or seeking other funds, be sure to mention this and tell us the status of your request.
- **In-kind Match:** Contributions of goods or services, other than cash, which if not donated would have to be purchased with project funds. This could include volunteer time of partner organizations or others, donated equipment or facility use, supplies. Depreciation is not a valid in-kind match.

Here are some examples of how to determine a cash or in-kind match:

- A donor gives \$30,000 to your organization for operating costs. The donation is assigned to your unrestricted funds: IN-KIND –Why? The funds are re-assignable and would be spent regardless of the project, even though they also benefit the project. You are applying a portion of the sales proceeds from this project to running this project: CASH –Why? You are reinvesting cash generated from the project back into the project.
- Another donor contributes \$10,000 with no stipulations for its use. Your board of directors decides to allocate \$5,000 to your project for 2017: CASH –Why? Your board made an exclusive allocation that cannot be used for other purposes and would show in a balance sheet as project revenue.
- Your partners will contribute 100 hours of time worth \$6,700 in salary and benefits helping you carry out your project: IN-KIND –Why? No money is changing hands.
- Your partner will sub-contract you to carry out joint activities related to your project: CASH Why? It appears that you have mutually beneficial programs and cash is actually changing hands.
- You receive a grant of \$50,000 for a program that includes this project as a scope of work element for which you plan to allocate \$10,000 as part of your functional budget for this grant: CASH –Why? The project is specifically identified and budgeted and you received funds from a third party.
- A professional you hire donates half of his fee to this project: CASH and IN-KIND –Why? If you used a project-specific allocation to pay his or her fees, then half the fee requires a cash transaction and the other half sees no money changing hands.

PART 2 – Example Logic Model

Kellogg Foundation Basic Logic Model



YOUR PLANNED WORK describes what resources you think you need to implement your program and what you intend to do.

1. **Resources** include the human, financial, organizational, and community resources a program has available to direct toward doing the work. Sometimes this component is referred to as Inputs.
2. **Program Activities** are what the program does with the resources. Activities are the processes, tools, events, technology, and actions that are an intentional part of the program implementation. These interventions are used to bring about the intended program changes or results.

YOUR INTENDED RESULTS include all of the program’s desired results (outputs, outcomes, and impact).

1. **Outputs** are the direct products of program activities and may include types, levels and targets of services to be delivered by the program. [In a TIG project, your outputs are statements of your “process” objectives, the measures used to show that you have completed the activities you have identified as necessary to achieve your goals.]
2. **Outcomes** are the specific changes in program participants’ behavior, knowledge, skills, status and level of functioning. Short-term outcomes should be attainable within 1-3 years, while longer-term outcomes should be achievable within a 4-6 year timeframe. The logical progression from short-term to long-term outcomes should be reflected in impact occurring within about 7-10 years. [The short-term and medium-term outcomes are your project objectives – in the TIG Evaluation Framework, they are often included as bullets below your broad project goal.]
3. **Impact** is the fundamental intended or unintended change occurring in organizations, communities or systems as a result of program activities within 7-10 years. In the current model of WKKF grantmaking and evaluation, impact often occurs after the conclusion of project funding. [The desired impact is your project’s goals].

Resources/ Inputs	Activities	Outputs	Outcomes	Impact
<i>In order to accomplish desired activities, we need the following resources:</i>	<i>In order to address the identified problem and reach desired outcomes, we will need to carry out the following activities</i>	<i>By accomplishing the stated activities, we will produce the following outputs:</i>	<i>Accomplishing these activities will lead to the following changes in the short term (1-3 years) and in the longer term (4-6 years):</i>	<i>Accomplishing these activities will lead to the following changes in the long term (perhaps 7-10 years):</i>

For more information visit: <https://www.nrc.gov/docs/ML1135/ML11357A125.pdf>
www.lri.isc.gov/pdf/other/TIG_Conf_Materials/EMcKay_Logic_Model_Intro_LSC.pdf

PART 3 – Diversity, Equity, Inclusion, and Social Justice Resources and Examples

Resources

Equity and Social Justice Frameworks

King County Equity and Social Justice Strategic Plan:

https://kingcounty.gov/elected/executive/equity-social-justice/~-/media/elected/executive/equity-social-justice/2015/2015ESJinfographic_pagesLTR_print_booklet.aslx

Highlights:

1. Key conditions for equity: healthy food and food systems
2. Key conditions for equity: healthy built and natural environments

Green America: <https://www.greenamerica.org/ensuring-justice-equity-diversity-and-inclusion-agriculture>

Highlights:

1. Green America's Statement on Justice, Equity, Diversity, and Inclusion

Examples of DEISJ in Projects

From Green America:

1. The Fight for Food Justice
2. Leah Penniman, Soul Fire Farm
3. Unearthing the Legacy of Black Farmers
4. Urban Farm Grows Good Food and Good Mental Health
5. Health in the Hood
6. Communities on the Front Lines of the Climate Crisis
7. Economic Action for Social Justice
8. Environmental and Climate Justice
9. Voices for Justice

Foundation for Food and Agricultural Research:

<https://foundationfar.org/impact/insights/diversity-inclusion-in-agriculture-leading-with-intentionality/>

Highlights:

1. Importance of intentionality

Equitable Food Oriented Development: <https://efod.org/>

Highlights:

1. Youth-run social enterprise cafes and culinary training program in New Orleans, LA
2. Southeast Asian cultural district and small business support in Saint Paul, MN
3. Community organizing, community garden, and social enterprise cafe celebrating Mexican heritage in El Paso, TX

Example Projects funded through KCD Regional Food System Program (project descriptions can be found at <https://kingcd.org/tools-resources/grants/regional-food-system-grant-program/>)

Living Well Kent - Green Houses and Farm

World Relief Seattle – Commercial and Teaching Kitchen

Black Star Farmers – Putting the Farm Under the Microscope

Feed the People - Building the BIPOC Producer Pipeline for Food Programs in Seattle's Communities of Color

Forterra - Expanding Healthy Food Access for Refugee Communities in South King County

Harvest Against Hunger - King County Farmers Share

International Rescue Committee - Expanding Land Access through Urban Gardening

PART 4 – King County Local Food Initiative Strategies

The Regional Food System Grant Program carries out, in part, the King County Local Food Initiative (LFI). For more information, go to the King County website [here](#).

The strategies listed below are taken from *APPENDIX A: Food Economy Targets, Strategies, and Action Items* on Page 39 and *APPENDIX B: Healthy Food Access Action Items* on Page 61. **Do note that not all strategies are eligible for funding.** For instance, no food waste strategies are included. It is highly recommended that you select judiciously as few strategies as possible (no more than three) since selecting too many may appear to dilute the effectiveness of your project which will affect your score.

In *Appendix A* and *B*, each strategy is carried out by a number of proposed *Action Items*. Your project is not required to carry them out. This will be entirely your choice and it will not affect your score.

APPENDIX A: Food Economy Targets, Strategies and Action Items

TARGET 1

- Strategy 1.1: Decrease start-up and expansion costs and remove barriers for farmers in food production (land, equipment, related infrastructure, taxes, insurance, capital investment).
- Strategy 1.2: Improve drainage to bring more land into production.
- Strategy 1.3: Improve availability and efficiency of irrigation water: save what we have, share what we have, and if possible, find more.
- Strategy 1.4: Preserve farmland for food production, building on the recommendations of the King County Farms and Food Roundtable.
- Strategy 1.5: Improve farmland productivity.
- Strategy 1.6: Enhance recruiting, training, and technical assistance programs for new farmers, with consideration of diverse cultural and language needs.

TARGET 2

- Strategy 2.1: Create awareness of King County locally-produced foods via marketing and education to consumers.
- Strategy 2.2: Increase technical assistance for selling and sourcing locally.
Farmers/Producers: retail-readiness and market assistance
Restaurants, Institutions, and Grocery Retailers: how to source locally and implement sustainable practices
- Strategy 2.3: Improve the local food processing, distribution, and marketing infrastructure in King County to accommodate and increase aggregated food distribution.
- Strategy 2.4: Support emerging markets for selling locally-produced foods.

APPENDIX B: Healthy Food Access Action Items

- Strategy 1: Increase the number of healthy food procurement policies in King County institutions (schools, child care, hospitals), with emphasis on institutions serving priority populations, in order to increase fruit and vegetable consumption at these institutions. (*Must generate demand for King County agricultural products*)
- Strategy 3: Increase the number of King County farmers markets with nutrition incentive programs for Supplemental Nutrition Assistance Program (SNAP) recipients, with emphasis in South King County.

- Strategy 4: Increase policies, practices, and incentives in local jurisdictions that promote access to healthy eating among priority populations. *(Must generate demand for King County agricultural products)*
- Strategy 5: Increase the amount of fruits, vegetables, and other healthy food options available in food banks and meal programs. *(Must generate demand for King County agricultural products)*
- Strategy 9: Identify and implement strategies with the retail sector to promote and incent fruit and vegetable purchases by priority populations. *(Must generate demand for King County agricultural products)*
- Strategy 10: Coordinate with the health care sector to implement innovative programs, practices, and policies to increase fruit and vegetable consumption by priority populations. *(Must generate demand for King County agricultural products)*
- Strategy 11: Increase the number of healthy food procurement policies in large gathering places (community centers, worksites, recreation/cultural settings), with an emphasis on places in low income communities. *(Must generate demand for King County agricultural products)*
- Strategy 12: Engage and build capacity in communities to continue to learn and address barriers to increasing fruit and vegetable consumption and food security. *(Must be part of a broader education/outreach/marketing campaign to get priority populations to buy more local)*
- Strategy 13: Increase access to direct market outlets among priority communities including local Community Supported Agriculture programs (CSA), farmers markets, farm stands, mobile markets.
- Strategy 16: Create a freebate program to correct for market distortions and externalities. *(Must show a link where local producers directly or indirectly benefit).*
- Strategy 17: Implement educational activities and outreach in high need communities to empower communities to eat more fruits and vegetables. *(Must show a link where local producers directly or indirectly benefit).*