CHECKLIST

Before you submit your application, please be sure you have addressed all of the following elements.

Required forms
☒ Form SF-424, “Application for Federal Assistance”
☒ Form SF-424A, “Budget Information-Non-Construction Programs”
☒ Form SF-424B, “Assurances - Non-Construction Programs”
☐ Form SF-424C, “Budget Information -Construction Programs”
☐ Form SF-424D, “Assurances - Construction Programs”
☒ Form RD 400-1, “Equal Opportunity Agreement”
☒ Form RD 400-4, “Assurance Agreement”
☒ Form AD 1047, “Certification Regarding Debarment”
☒ Form AD 1049, “Certification Regarding Drug Free Workplace”
☒ RD Inst. 1940-Q, Exh A-1, “Certification for Contracts, Grants, & Loans”
☒ Form RD 1940-20, “Request for Environmental Information”
☐ Form AD-3030, “Representations Regarding Felony Conviction and Tax Delinquency Status for Corporate Applicants”

Section 1. Summary Information
☒ Legal name of applicant
☒ Requested Grant Amount
☒ DUNS #
☒ SAM Registration Cage Code and Expiration Date

Section 2. Applicant Eligibility
☒ Applicant Type

Section 3. Project Eligibility (Check either Opportunity OR Enterprise)
☐ Business Opportunity Project
  ☐ Demonstration of Need
  ☐ Economic Development Result
  ☐ Local and Area Strategic Plans
  ☐ Suggested Performance Criteria
☒ Business Enterprise Project
  ☒ Demonstration of Need
  ☒ Development or Financing of Small & Emerging Business
  ☒ Suggested Performance Criteria
Section 4. Written Narrative
- Project Need
- Project Benefits
- Eligible Grant Purpose
- Area to be Served
- Coordination with Area Economic Development
- Goals to be Accomplished
- Jobs Created/Saved
- Applicants Expertise
- Method and Rationale to Select Service Recipients
- Work Plan and Budget

Appendices
- Appendix A – Organizational Documents
- Appendix B – Proposed Scope of Work
- Appendix C – Latest 3 Years Financial Information
- Appendix D – Supplemental Funds Verification
- Appendix E – Documentation of Experience
- Appendix F – Letters of Support
**APPLICATION TEMPLATE**

**SECTION 1: SUMMARY INFORMATION**

Legal Name of Applicant: Okanogan Conservation District

Requested Grant Amount: $58,157.00

DUNS # 135746696

SAM/CCR Registration Cage Code: 41YS5
Expiration Date: September 28, 2017

**SECTION 2: APPLICANT ELIGIBILITY**

Applicant Type – Please Check One:

☒ Public Body/Government Entity
☐ Nonprofit Entity
☐ Indian Tribe

**SECTION 3: PROJECT ELIGIBILITY**

Application Type – Please Check One:

☒ Enterprise Grant
☐ Opportunity Grant

All Applicants:

- Demonstration of Need: *Local Meat, Local Jobs for Okanogan County*

Thomson's Custom Meats in Twisp, Washington is a successful custom-exempt processing facility in Okanogan County. With its current inspection status of “custom-exempt”, livestock producers who use Thomson’s Custom Meats are limited in their marketing options for locally raised products. Local livestock producers consistently report that the lack of USDA Inspected processing facilities within a reasonable distance from their farm is a barrier to growth and even sustainability of their businesses. Currently, Thomson's Custom Meats is at capacity and is regularly turning away potential business. If Thomson’s Custom Meats were to expand their facility and upgrade to USDA-inspected status, regional producers could expand their own businesses by marketing to wholesale and retail customers and/or increasing production.

At this time, there are no USDA-inspected facilities within Okanogan County that take whole animals, live or slaughtered, for inspected processing. Over the last 50 years, the ever increasing consolidation of livestock processing facilities across the country has left livestock producers with fewer and fewer options for processing
and has led to a dramatic decrease in the number of livestock production businesses. Eastern Washington and Okanogan County are no exception and have an extreme dearth of processing facilities and historically declining livestock businesses. The closest facilities are several hours drive away in Odessa, Moses Lake and Chewelah, WA. Travelling long distances to slaughter facilities increases stress and injury to livestock as well as shrink and product loss on live animals, not to mention significant hauling expenses for local producers. Upgrading Thomson’s Custom Meats to a USDA-Inspected facility would decrease the travel distance and stress on live animals as well as hauling costs for local producers.

USDA-inspection allows producers to direct market their meat and/or sell meat to grocers, restaurants, and other wholesale buyers. USDA-inspection increases the marketing opportunities for local producers, allowing them to sell into a wider variety of market channels and at larger volumes. USDA-inspection also increases opportunities for local consumers to buy healthy, locally produced meats: enabling them to buy meat by the cut at a farmers market or grocery store, instead of only by the whole, half or quarter animal purchased directly from the producer. Greater access and affordability of locally produced food offers critical food security for our rural region.

Upgrading Thomson's Custom Meats would create economic benefits beyond just producers and processors. Grocers and restaurants would also benefit from the greater opportunity to market locally produced meat. Ancillary businesses, such as mobile slaughter services, meat marketing services, pet food and soil/agricultural amendments, could also be developed, two of which could utilize the by-product or waste stream from the plant while simultaneously reducing waste from the facility.

However, Thomson's Custom Meats is at capacity in their historic facility and expansion and upgrade to a USDA Inspected facility would benefit the business owners, local and regional producers and consumers, potential entrepreneurs, and the overall economic development and vitality of our rural community.

- **Suggested Performance Criteria:**

  Suggest one or more relevant criterion to be used to evaluate the performance of the grant project during its operational phase post-award, as benchmarks to assess whether or not the primary goals and objectives proposed in the scope of work are accomplished during the project period. These criteria should relate to the overall project goal of financing and/or assisting small and emerging businesses or conducting business opportunity projects, with a resulting creation or saving of jobs.

  Grant performance criteria should include feasibility analysis and assessments showing likelihood of:
  - Increase in the number of jobs related to meat processing in Okanogan County, with a particular focus on jobs retained and created at the target facility.
  - Increase in the number of jobs created in design, construction and maintenance of expanded facility.
  - Increase in the number of animals slaughtered and processed within Okanogan County in a USDA inspected facility.
  - Increase security of current livestock producers’ livelihoods.
  - Increase in the number of livestock producers in Okanogan County.
  - Increase in the number of small businesses related to meat processing in Okanogan County.
• Increase in profit for livestock producers in Okanogan County due to reduction in transport costs and reduction in animal and product loss due to stress of transport to distant processing facilities.
• Increase in production by livestock producers in Okanogan County in direct relation to expanded market opportunities.
• Increase in grocer’s sales of locally produced and processed meat.
• Increase in restaurant owner’s sales of locally produced and processed meat.
• Increase in consumers purchasing more locally produced and processed meat due to increased availability and access.

**Enterprise Grant Applicants Only:**

• Development or Financing of Small & Emerging Private Businesses

[Describe how grant funds will be used to finance and/or develop Small and Emerging Businesses in Rural Areas; provide certifications from the Small and Emerging Businesses that will be served]

Grant funds will be used to assist in the development of a USDA Inspected livestock processing facility from an existing custom-exempt facility through a detailed feasibility analysis. The existing facility is Thomson’s Custom Meats in Twisp, Washington, established in 2007 by Chris and Diana Thomson.

All aspects of upgrading and expanding the current facility site, building and business to meet USDA Inspected facility requirements will be researched and quantified. This will include cost estimates for the design of the site and facilities, permitting and regulatory compliance costs, construction costs including materials and labor, equipment costs, increased facility labor costs, as well as insurance and bonding required for licensing of the expanded business. This research will also include the requirements and cost estimates expected in order to contract with a USDA Inspector to be onsite whenever USDA Inspected slaughter and processing would be scheduled.

All aspects of zoning and permitting requirements to upgrade the current facility including potable water systems, sewer and waste water systems and management from all responsible entities will be researched and quantified.

Demand for USDA Inspected livestock processing services will be assessed through surveys of livestock producers in Okanogan County, Chelan County and Douglas County using one-on-one interviews and stakeholder forums.

Marketing opportunities for USDA Inspected meat products will be assessed through grocer, restaurant owner and consumer surveys in Okanogan County, surrounding counties and in nearby metropolitan areas such as Wenatchee, Spokane and Seattle.
Financing opportunities and funding sources for the expansion of the current business will be explored and assessed along with potential community and regional partnerships to support expanding and sustaining the target facility.

The potential for ancillary businesses emerging from the upgrade of Thomson’s Custom Meats facility to a USDA Inspected facility will also be researched and assessed. The assessment will include general estimates of environmental and economic cost and benefit of these new related businesses to the community.

**Opportunity Grant Applicants Only:**

- **Economic Development Result**

  [Describe the economic development that will occur as a result of the proposed project. Include demonstration of project sustainability]

- **Local and Area Strategic Plans**

  [Describe how the project coincides with local or regional strategic plans]

**SECTION 4: WRITTEN NARRATIVE**

**4.1 Project Need**

Supporting the expansion of Thomson's Custom Meats in Twisp, Washington, a successful custom-exempt processing facility in the Methow Valley of Okanogan County, would have a beneficial effect on many other businesses in our rural community. The impact would benefit local livestock producers, local meat consumers in the county and beyond, grocers, restaurant owners and entrepreneurs. However, justifying the cost of expanding a business of this type, with recognized low profit margins and in a rural community, requires solid information. With Thomson’s and our rural communities’ limited resources, we need to understand if this custom meat processing facility expansion is truly feasible before investing heavily.

Our community is very enthusiastic and supportive of this potential expansion. Our project team is primarily local residents and community development organizations. We are committed to understanding the challenges that lie ahead in order to help the Thomson’s make an informed and supported decision regarding their future and the future of livestock production in our community. Through our project team’s community connections, desire to support local food systems, combined experience, and access to expert consultants, we feel confident that we are able to conduct a thorough feasibility study while building capacity for future projects, if awarded Rural Business Development grant funding.
Our fiscal sponsor for this grant proposal, the Okanogan Conservation District, has extensive experience in managing federal, state, tribal and private grant funds and would be providing their services for all grant administration. However, they do not have economic development expertise, nor the funding to support a feasibility study of this nature. TwispWorks, our local economic development partner, has experience and expertise in helping local businesses develop, expand and sustain themselves. This opportunity would represent the first large food business assisted and they too do not have the funding to single-handedly support a feasibility study of this nature. Both organizations would like to build capacity to support and develop local food systems in the future. Like many others, our community recognizes the increasing demand for locally produced, healthy food that focuses on sustainable food systems. Our expert advisor, Kathryn Quanbeck, would help us better understand the limitations and hurdles in navigating the development of a USDA Inspected facility, such as the cost of a USDA Inspector needing to be present for all USDA slaughter and processing of livestock.

Our project will also greatly benefit from the access to a new food business feasibility study toolkit developed by industry experts New Venture Advisors, LLC. NVA is a food business consulting firm based in Chicago, IL specializing in food system development. They have performed over 50 feasibility studies across the country over the last 6 years. Due to the growth of interest in local food systems and their personal desire to see local food systems flourish, they have recently released a do-it-yourself feasibility study toolkit. This toolkit is designed to help active and committed businesses and communities build capacity more affordably around assessment of local food business development, growth and sustainability. Our current food system project and future projects in our county would greatly benefit from the use of this feasibility toolkit. We have individuals and organizations focused on economic development but not with the expertise around developing and sustaining local food systems. Receiving funding to purchase this toolkit would allow several organizations partnered on this project to build critical capacity around evaluating future local food business development in Okanogan County as well as expansion and continued sustainability.

After two years of devastating historic wildfires and mudslides in 2014 and 2015, Okanogan County still has a long road to recovery. The sustainability and vitality of our rural agricultural community and region depend on innovative economic development projects that support many community needs. Current trends are proving what many in our rural community live by...smaller scale, local food systems bring healthier food to the table and sustain a healthier environment, while increasing economic security. We want to take these old ideas (small scale, local food production) and make them new again, for all the right reasons and in modern iterations.

4.2 Project Benefits

[Explain the benefits of the proposed project]

Expansion of the current Thomson’s Custom Meats facility would benefit the current business owners by increasing their ability to accommodate additional livestock producers and livestock throughput, future profit, increased employment and sustainability.

Expansion of the current Thomson’s Custom Meats facility would benefit local producers directly through reduced transport costs to bring their livestock to a USDA Inspected processing facility. Producers may also
benefit from the increased marketing opportunities with the USDA Inspected label on their products. This increase in marketing opportunities would likely increase the profit share on sales of their USDA Inspected product.

Expansion of the current Thomson’s Custom Meats facility would benefit consumers directly by making locally produced meat more accessible in small quantities and in local retail markets. Currently, locally produced meat is primarily available through custom-exempt livestock processing facilities. This means consumers are only able to purchase locally produced meat by the whole, half or quarter animal directly from the producer. This is not feasible for many consumers due to the large initial outlay of investment to purchase a large quantity of meat and also the requirement to invest in expanded freezer capacity to store the large quantity of meat.

Expansion of the current Thomson’s Custom Meats facility could benefit potential entrepreneurs taking advantage of the by-products of the expanded and USDA Inspected meat processing facility. The by-products of the facility, including blood, bone, tissue and hides can become the foundation materials for related industries including pet foods and agricultural amendments. Both of these industry products are in high demand in Okanogan County and currently there are no local producers of these products.

Expansion of the current Thomson’s Custom Meats facility could benefit another type of entrepreneur in the business of marketing locally produced items such as meat, pet food, agricultural amendments and potentially expanding into local produce, eggs and poultry.

Expansion of the current Thomson’s Custom Meats facility would benefit our community through increased jobs at the facility and potentially in related businesses, as well as securing jobs of those involved in livestock production businesses. It would also benefit our community in increasing food security and food access within our community.

4.3 Eligible Grant Purpose

[Explain how the proposed project meets an eligible grant purpose]

Grant funds may be used for targeted technical assistance, training and other activities to support the development of small, private business enterprises in rural areas.

Grant funds will be used to conduct an in depth feasibility study to accurately inform and plan for all aspects related to the expansion of the current targeted custom-exempt meat processing facility to a USDA-Inspected livestock processing facility. The grant funds will also be used to assess the potential for ancillary businesses to develop from the expansion of the current facility.
4.4 Area to be Served

[Describe the area to be served, identifying each governmental unit (i.e. town, county, etc.) to be affected by the project]

The area to be served is north central Washington State, primarily Okanogan County and surrounding areas to the east and south, including portions of Chelan, Douglas, Grant, Ferry and Lincoln counties. The target facility for the enterprise grant is located in Okanogan County in Twisp, Washington.

Okanogan County, population ≈ 41,500, is primarily rural with small and mid-sized towns, the largest being Omak at 4,900 residents in 2015. Okanogan County is among the poorest in Washington State, with a median household income of $28,449, under half the Washington State median (Source: U.S. Census Bureau). In addition, it is the largest geographic county in Washington State, meaning that residents travel long distances for services. Okanogan County has also not kept pace with the rapid growth experienced by the rest of Washington State in recent years. In 2016, the County actually saw jobs decline slightly while Washington State saw employment expand by 3% (Source: Washington State Employment Security Department). And agriculture is still a critical piece of the local economy. In 2014, agriculture, forestry and fishing made up the largest share of county jobs at 33.4% (Source: Washington State Employment Security Department).

4.5 Coordination with Area Economic Development Activities

[Description of how the project will coordinate Economic Development activities with other Economic Development Activities within the project area.]

There are multiple economic development efforts occurring within the project area. Organizations working in the field of economic development and agriculture in this area include: the Okanogan Conservation District, TwispWorks, and the Economic Alliance of Okanogan County.

Following is the role of each and ways the proposed project will link and integrate their work:

- The **Okanogan Conservation District** of Okanogan County, Washington, is the sponsor of the proposed project. Central to the mission of the Conservation District is natural resource conservation, realized through cooperating partners, primarily agricultural producers. This project provides a new venue (livestock processing) through which to support the District’s cooperating livestock producing partners.

- **TwispWorks** is a non-profit organization in Twisp, Washington, focused on economic vitality in the fields of education, arts and culture, agriculture and technology. This project directly coordinates with TwispWorks’ “Methow Made” program and activities related to agriculture related business retention and expansion.

- The **Economic Alliance of Okanogan County** is an advisor on this project. The Alliance provides training and business support services as well as access to capital for new and expanding businesses. The Alliance’s training and business support services will be a key point of coordination on this project.
In addition to individual entities working on rural economic development in the project area, the Okanogan Economic Recovery Plan, completed after the devastating wildfires and flooding of 2014 and 2015, calls for continued investment in agricultural production in areas impacted by the historic wildfires. [OERP Focus#9, www.okanoganeconomicrecovery.com]

4.6 Businesses to be Assisted and Economic Development to be Accomplished

[Describe Businesses to be assisted (if appropriate) and Economic Development to be accomplished.]

The project will assist the following businesses:

Direct assistance:

- **Thomson’s Custom Meats, Twisp, Washington.** Thomson’s is a family-run custom-exempt meat processor with a focus on natural and sustainably raised meats. They opened their doors in 2007 in their current location. Prior to 2007, they operated their custom-exempt business from Hank’s Harvest Foods facility and their home based butcher shop in the Methow Valley. They have worked in the meat processing industry since 1984.

Indirect assistance:

- Livestock growers throughout the project area offered more diverse product marketing options and processing venues offering greater security for their livelihoods. (see Question #4.4).
- Future marketing business focused on cooperative branding and marketing of meat from North Central Washington, “Okanogan Country Meat”.
- Future retail business expansion for Thomson’s Meats or a new entrepreneur.
- Ancillary mobile slaughter business – independent USDA-Inspected mobile slaughter business developed or expanded in response to the upgrade of Thomson’s Custom Meats.
- Ancillary pet food business – value added business based on by-product from expanded USDA Inspected slaughter/processing services.
- Ancillary agricultural amendment business – value added business based on by-product from expanded USDA Inspected slaughter/processing services.

The Economic Development to be accomplished includes the direct creation of 4-6 new jobs at Thomson’s Custom Meats (see answer to Question #4.7). In addition, it includes the potential creation of a new mobile small livestock slaughtering business that would serve the upgraded facility and potentially other facilities and employ at least 2 people. Potentially two businesses based on the byproducts or waste stream from the expanded facility could become established and potentially employ 1-4 people. Local construction businesses would experience an economic benefit from the expansion of this business to renovate and upgrade the facility to meet USDA standards. Grocery stores, markets and restaurants will also potentially see an economic benefit from the increase in access to locally produced meats.
meat. Through the growth of this existing business and creation of new businesses, local business expertise and entrepreneurial capacity will be increased.

The immediate investment in upgrading Thomson’s Custom Meats into a USDA-approved facility also lays the groundwork for significant future economic development activities. These activities include the development of a North Central Washington natural meat cooperative and brand, which could be marketed and sold in local North Central Washington markets, Eastern WA markets and in Puget Sound and I-5 corridor markets. USDA-certification also makes possible the expansion of Thomson’s current retail facility to a location on the North Cascades Highway with easy access to the Methow Valley’s high tourism traffic.

Finally, the investment in a local USDA-Inspected processing facility has tangible beneficial impacts on local livestock producers and their agriculture businesses. Currently, to have livestock processed with USDA Inspection, growers must transport their livestock to a facility in Odessa, Moses Lake, or Chewelah, Washington or Sandpoint, Idaho, distances of up to 400+ miles roundtrip. The distance, time and cost to haul animals to a USDA-Inspected facility, as well as the stress incurred by the animals, which often results in loss of quality and therefor income, is an economic barrier and often a ceiling for small and mid-scale livestock producers. A USDA-Inspected processing facility within Okanogan County would allow many local producers to expand their production as well as their market while reducing costs and increasing quality.

4.7 Jobs Created/Saved

[Describe how the proposed project will create jobs or save existing jobs in the service area and provide an estimated number of jobs created and jobs saved. This is evidenced by letters from rural businesses that will be directly assisted in Appendix F.]

Example of retained jobs and potential new jobs created through project

- Current facility – 4 full time jobs
- Upgraded facility - 4-6 new full time (FT) jobs for a total of 8-10 full time positions
- Mobile slaughter business to serve new facility and other facilities - 2-3 new FT jobs
- Pet Food business - 2-3 new FT jobs
- Soil/Agricultural Amendment business - 2-3 new FT jobs
- Construction/renovation of facility – 8-10 new temporary (12-18 months) FT jobs
- Livestock Producer’s – maintaining their livelihood and retaining or increasing employees due to expanded market

Total number of jobs expected to be created is 6-18 or saved is 4-6.
4.8 Applicant Expertise

[Insert Description of Applicant’s capability and expertise in doing the work proposed. If consulting with others on tasks, include their applicable experience. Attach resumes and other supporting documentation of experience in Appendix E]

Okanogan Conservation District – The Okanogan Conservation District has been working to conserve and enhance natural resources in Okanogan County, Washington since April 1940. Districts were formed throughout Washington State starting in 1939 as a source of local knowledge and expertise on natural resource conservation. We work closely with landowners, non-governmental organizations, Washington State agencies, Federal agencies, and Native American tribes to identify natural resource concerns, then focus efforts to resolve those concerns in a voluntary, non-regulatory approach. More recently the district has recognized that support of conservation of our natural resources and businesses based upon them requires supporting the infrastructure that serves those land based businesses.

Alexa Whipple – Project Manager & Agricultural Consultant, Winthrop, WA. Alexa is a biologist, agriculturalist and businesswoman with over 20 years of experience in conservation of natural resources, sustainable agriculture, and business management. Her most recent consulting work consists of

- conducting an organic waste composting feasibility study for WasteWise Methow, a for-profit sanitation business,
- conducting an agriculture focused community assessment for the Methow Conservancy, a non-profit focused on conservation of land,
- and consulting with the Okanogan Conservation District, federal and state agencies and livestock producers on regenerative grazing projects in eastern Washington.

Alexa has experience managing grant resources and administrative responsibilities on staff with a non-profit educational organization based at the Methow Valley School District called Classroom In Bloom, est. 2004. She has also managed her own commercial farm and family water well services business and other for-profit businesses as the administrative lead and bookkeeper over the last 15 years.

TwispWorks – TwispWorks is a 501(c)3 with a mission of economic development in the fields of agriculture, technology, education and arts and culture, located in Twisp, Washington. The organization has been providing business support and advocacy, economic research and analysis since 2009. Hannah McIntosh will be the lead staff person from TwispWorks on the grant. She has graduate degrees in Urban Planning and in Cultures and Development Studies and over 15 years’ experience with urban planning, and community and economic development. She has authored and acted as project manager on multiple large planning documents, including the Seattle Department of Transportation Strategic Plan, the Waterfront Seattle Concept Design and Plan, a Local Improvement District Feasibility Study for Downtown Seattle and the Seattle Pedestrian Master Plan. All documents included extensive research and analysis of case studies and models, and analysis of financial information and project feasibility. See attachments for Hannah’s complete resume.

Katharine Quanbeck – Kathryn is an agricultural consultant, specialized in small-scale meat processing. She works with local businesses, government agencies, non-profits, farmers and ranchers to start, expand or support
meat processing facilities and local meat supply chains. Formerly with the Niche Meat Processor Assistance Network (NMPAN) she developed educational content related to local and regional meat processing, coordinated outreach and educational activities, and provided guidance and consultation in business development, marketing and management as well as policy and regulations. Prior to her work at NMPAN, she was a livestock economist at the U.S. Department of Agriculture. Kathryn has a master’s degree in Agricultural Economics from the University of California at Davis.

4.9 Method and Rationale to Select Service Recipients

[Describe how the service area was selected and the businesses that will receive assistance. If the businesses haven't been selected, describe how they will be selected.]

Thomson's Custom Meats in Twisp, WA is a successful custom-exempt meat processing facility in the Methow Valley, WA, established in 2007. Thomson's Custom Meats is at capacity and is regularly turning away potential business. Expansion of the facility would benefit the business owners, local livestock producers and consumers, potential entrepreneurs, and the overall economic development, sustainability and vitality of our rural community. The owners of Thomson’s Custom Meats, Chris and Diana Thomson, have been in the meat processing industry for 33 years and have garnered great respect for their skills and much needed services. They are very motivated and enthusiastic in pursuing the expansion of their current business.

4.10 Work Plan Narrative

The work that will be completed in this feasibility study will answer questions regarding the expansion of a custom-exempt meat processing facility into a USDA Inspected livestock processing facility as well as explore the potential for ancillary businesses to grow from the expanded business and potential partnerships in the region to support the targeted business and related businesses.

1. Assess demand for USDA Inspected livestock slaughter and processing services - assess the need, commitment and potential growth for producers in the impacted region
2. Assess market demand for USDA Inspected Okanogan County grown meat - assess the interest and commitment of consumers and buyers including grocers, restaurants, consumer direct sales and farmer's markets
3. Construction/upgrade/permitting analysis - develop cost estimates for design, renovation, equipment, labor, regulation, zoning, and permitting upgrades
4. Assess funding options to finance upgrade of the facility: grants, investors, loans and assess potential partnerships to support expanded business and benefit other businesses
5. Funding options to finance upgrade of the facility: grants, investors, loans
6. Summarize results of all previous tasks and make recommendations based on analysis of results.

A more detailed narrative of each task follows here.
1. **Assess demand for USDA Inspected livestock slaughter and processing services in Okanogan County** - We will assess the demand for the upgraded services provided by the expanded facility from livestock producers in Okanogan County and within close proximity to our borders. To assess the current demand for these services, we will initiate a livestock producer survey and conduct producer interviews to help obtain thorough responses to the survey questions. The survey will request information regarding current production of livestock and current marketing strategies used as well as current schedules for finishing animals. From there, producers will be asked if they are interested in utilizing USDA Inspected services and why or why not. If yes, then further inquiry will be made as to whether they would alter their current production of livestock and/or finishing schedules to take advantage of these services if they were available closer to their farm. Finally, we will ask if they would commit a certain number of animals to be processed at the expanded facility over the next three years to help ensure its viability.

2. **Assess market demand for USDA Inspected Okanogan County grown meat** – We will assess the demand for USDA Inspected locally produced meat from three consumer categories; grocers, restaurant owners and individual consumers. These consumers will be selected from within Okanogan County as well as the greater region including metropolitan areas such as Wenatchee, Spokane and Seattle. A survey of each consumer type will be initiated through initial contact to introduce the project and then conducting one on one interviews with willing participants to better collect thorough responses to the surveys.

   The grocer survey will assess their businesses current purchasing and marketing of USDA Inspected meats as well as their interest in purchasing and marketing locally produced USDA Inspected meat. Grocers will also be asked what they feel the barriers are to the production, processing and marketing of locally produced meat.

   The restaurant owners’ survey will assess current purchasing and marketing of USDA Inspected meat, as well as their interest in purchasing and marketing locally produced USDA Inspected meat.

   Individual consumers will be surveyed in retail venues such as grocery stores, restaurants, farmer’s markets and custom-exempt meat retail stores. Their demand for locally produced meat will be assessed through inquiry of their current meat choices, their price points for purchasing meat, their interest in and knowledge of issues concerning meat choices and if they would commit to purchasing more locally produced USDA Inspected meat if more accessible.

3. **Analysis of site design, construction, upgrade, permitting, zoning, equipment and labor to develop cost estimates for expanding target facility** – We will assess the estimated cost for facility and site renovation/construction to meet USDA-Inspected requirements as well as town, county, and state requirements for a facility of this type. We will also assess the equipment and labor costs for an expanded facility.

   We will consult with all federal, state and county regulatory agencies, including the USDA and Washington State Department of Ecology, to assess the requirements, regulations and renovations needed to upgrade and expand the existing custom-exempt meat processing facility. We will assess the time, expertise and costs required to request a grant of Inspection from the USDA. We will evaluate the guidelines and process to create a Hazard Analysis and Critical Control Point (HACCP) system and
Sanitation Standard Operating Procedures for the upgraded facility, which is required by USDA’s Food Safety and Inspection Service. We will assess the cost of contracting for a USDA Inspector’s time to be present for all USDA slaughter and processing.

We will consult with the Town of Twisp to explore joining the municipal water and sewer system that is currently in close proximity to the existing custom-exempt facility. The town of Twisp Planner and Public Works Director have already assured the project team that it is possible to join the municipal water systems, it is just a matter of cost and permitting which we will assess during this feasibility study.

We will consult with our advisory board, local contractors and suppliers and experts in the field of niche meat processing to develop cost estimates for expanded site design, engineering, construction, equipment and labor needs. We will hire a site designer/architect intimately familiar with small meat processing plants to consult and help design the expanded facility. This will allow assurance that the current facility and renovations or additions are feasible in the space available or if they will require expansion of the site as well. We will than consult with local commercial contractors to prepare a cost analysis of the construction necessary for USDA Inspection. We will consult with advisors, contractors and suppliers to assess the cost of equipment and labor for the upgraded facility.

4. **Assess funding options and future partnerships to finance and support expanding and sustaining the target facility** – We will research case studies of other small meat processors developing or expanding their businesses to understand how others have paid for their project, through grants, investors, and loans. We will investigate grant opportunities through federal, state and local government and non-profit programs as well as local, regional and national loan opportunities. We will also explore fundraising opportunities locally and through crowdfunding sites like KickStarter and Barnraiser.

We will research case studies to understand how other small meat processing businesses, as well as other food businesses, have partnered with others to support their business. This will include, but is not limited to, research of food marketing businesses, food cooperatives, institutional partnerships with school districts, hospital districts, and others.

5. **Summary of ancillary business opportunities** – We will explore and summarize the opportunities for businesses to develop from the expansion of the meat processing facility, including meat marketing services, USDA Inspected mobile slaughter services, pet food producers and soil/ agricultural amendment producers.

6. **Final summary, analysis and recommendations** – We will provide a summary of results of all project tasks in the form of narrative reports as well as statistical diagrams of data collected where appropriate. The project team and advisory board will make recommendations in the form of a report based on in-depth analysis of project results, defining whether expansion and upgrade of Thomson’s Custom Meats is feasible and cost-effective.
### a. Project Budget Summary

*Summarize the total project budget by task. Insert additional rows as needed.*

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<th>Task Name and Description</th>
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<th>End Date</th>
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<td>Analysis of facility/site design, permitting &amp; construction</td>
<td>8/1/17</td>
<td>3/31/18</td>
<td>13372.84</td>
<td>10219.67</td>
<td>23592.51</td>
</tr>
<tr>
<td>4</td>
<td>Analysis of funding options and future partnerships</td>
<td>11/1/17</td>
<td>4/28/18</td>
<td>8429.49</td>
<td>1726.33</td>
<td>10155.82</td>
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<td>5</td>
<td>Summary of potential ancillary businesses</td>
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<td>5/31/18</td>
<td>7622.84</td>
<td>549.67</td>
<td>8172.51</td>
</tr>
<tr>
<td>6</td>
<td>Final summary, analysis and recommendations</td>
<td>4/1/18</td>
<td>7/31/18</td>
<td>9179.50</td>
<td>1726.34</td>
<td>10905.84</td>
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<td><strong>TOTAL PROJECT</strong></td>
<td></td>
<td>8/1/17</td>
<td>7/31/18</td>
<td><strong>$58157.00</strong></td>
<td><strong>$16870.00</strong></td>
<td><strong>$75027.00</strong></td>
</tr>
</tbody>
</table>
b. Task Budget Format

Provide a budget table for each task that will be completed for each main activity listed above.

<table>
<thead>
<tr>
<th>Task #1 Assess demand for USDA Inspected livestock processing services</th>
<th>RBDG Funds</th>
<th>Supplemental Funds</th>
<th>Total Budget</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>1116.12</td>
<td>275.00</td>
<td>1391.12</td>
<td>Kim Simpson, Kim Kogler (both RBDG &amp; Match)</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>625.55</td>
<td>141.67</td>
<td>767.22</td>
<td>Kim Simpson, Kim Kogler (both RBDG &amp; Match)</td>
</tr>
<tr>
<td>Travel</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>Supplies</td>
<td>3000.00</td>
<td>0.00</td>
<td>3000.00</td>
<td>NVA toolkit $2000, surveys $1000</td>
</tr>
<tr>
<td>Contractual</td>
<td>3750.00</td>
<td>0.00</td>
<td>3750.00</td>
<td>Alexa Whipple $3000, Kathryn Quanbeck $750</td>
</tr>
<tr>
<td>Equipment</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>Other - In-kind match</td>
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<td>134.00</td>
<td>134.00</td>
<td>Thomson’s additional advisory match divided equally among 6 task areas</td>
</tr>
<tr>
<td>Other - Advisory Board in-kind match</td>
<td>0.00</td>
<td>370.00</td>
<td>370.00</td>
<td>Advisory board match divided equally among 5 task areas</td>
</tr>
<tr>
<td>Indirect Costs - Ok. Cons. Dist.</td>
<td>881.17</td>
<td>0.00</td>
<td>881.17</td>
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</tr>
<tr>
<td><strong>Total</strong></td>
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<td><strong>$920.67</strong></td>
<td><strong>$10,293.51</strong></td>
<td></td>
</tr>
</tbody>
</table>

Provide explanation/clarification of the basis for the above budget figures:

**Personnel** – Kim Simpson and Kim Kogler, both employees of the Okanogan Conservation District.

**Fringe Benefits** – These benefits cover both Kim Simpson and Kogler’s time.

**Travel** - 0

**Supplies** – Include the equally divided cost of a feasibility study toolkit from New Venture Advisors, LLC (NVA) among all 6 task areas. Supplies will also include any printing, mailing and postage supplies and costs incurred from described activities.

**Contractual** – Alexa Whipple and Kathryn Quanbeck will both be on contract for this task.

**Equipment** – No equipment will be purchased for use during this feasibility study. Any equipment possibly needed will be provided by the Okanogan Conservation District.

**Other** – Advisory board members, including the owner’s of the target business are all donating their time to advise on this task.
Provide explanation/clarification of the basis for the above budget figures:

**Personnel** - Kim Simpson and Kim Kogler, both employees of the Okanogan Conservation District, as well as Hannah McIntosh of TwispWorks will be working on this task.

**Fringe Benefits** - These benefits cover Kim Simpson, Kim Kogler’s and Hannah McIntosh’s time.

**Travel** - 0

**Supplies** – Include the equally divided cost of a feasibility study toolkit from New Venture Advisors, LLC (NVA) among all 6 task areas. Supplies will also include any printing, mailing and postage supplies and costs incurred from described activities.

**Contractual** - Alexa Whipple and Kathryn Quanbeck will both be on contract for this task.

**Equipment** – No equipment will be purchased for use during this feasibility study. Any equipment possibly needed will be provided by the Okanogan Conservation District.

**Other** – Advisory board members, including the owner’s of the target business are all donating their time to advise on this task.
Provide explanation/clarification of the basis for the above budget figures:

**Personnel** - Kim Simpson and Kim Kogler, both employees of the Okanogan Conservation District.

**Fringe Benefits** – These benefits cover both Kim Simpson and Kogler’s time.

**Travel** - 0

**Supplies** – Include the equally divided cost of a feasibility study toolkit from New Venture Advisors, LLC (NVA) among all 6 task areas.

**Contractual** - Alexa Whipple and Kathryn Quanbeck will both be on contract for this task. An engineer/designer will also be contracted with during this task.

**Equipment** – No equipment will be purchased for use during this feasibility study. Any equipment possibly needed will be provided by the Okanogan Conservation District.

**Other** – The Thomson family will match $2500 cash as well as $133 advisory time during this task. Jim Salter of Blackcap Construction will match $4800 of his time to advise this task area. Town of Twisp will match $2000 in employee time for Town Planner and Town Public Works to advise on this task. Advisory board members are all donating their time to advise on this task.
**USDA Rural Business Development Grant**  
Application Toolkit

### Task #4 Analysis of funding options and future partnerships

<table>
<thead>
<tr>
<th></th>
<th>RBDG Funds</th>
<th>Supplemental Funds</th>
<th>Total Budget</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>1648.51</td>
<td>807.40</td>
<td>2455.91</td>
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</tr>
<tr>
<td>Fringe Benefits</td>
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<td>415.93</td>
<td>1315.74</td>
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<td>0.00</td>
<td>0.00</td>
<td>-</td>
</tr>
<tr>
<td>Supplies</td>
<td>2000.00</td>
<td>0.00</td>
<td>2000.00</td>
<td>NVA toolkit</td>
</tr>
<tr>
<td>Contractual</td>
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<td>0.00</td>
<td>3000.00</td>
<td>Alexa Whipple</td>
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<tr>
<td>Equipment</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>-</td>
</tr>
<tr>
<td>Other - in-kind match</td>
<td>0.00</td>
<td>133.00</td>
<td>133.00</td>
<td>Thomson’s additional advisory match divided equally among 6 task areas</td>
</tr>
<tr>
<td>Other - Advisory Board in-kind match</td>
<td>0.00</td>
<td>370.00</td>
<td>370.00</td>
<td>Advisory board match divided equally among 5 task areas</td>
</tr>
<tr>
<td>Indirect Costs - Ok. Cons. Dist.</td>
<td>881.17</td>
<td>0.00</td>
<td>881.17</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
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<td><strong>$1,726.33</strong></td>
<td><strong>$10,155.82</strong></td>
<td>-</td>
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</tbody>
</table>

Provide explanation/clarification of the basis for the above budget figures:

**Personnel** - Kim Simpson and Kim Kogler, both employees of the Okanogan Conservation District, as well as Hannah McIntosh of TwispWorks will be working on this task.

**Fringe Benefits** - These benefits cover Kim Simpson, Kim Kogler’s and Hannah McIntosh’s time.

**Travel** - 0

**Supplies** – Include the equally divided cost of a feasibility study toolkit from New Venture Advisors, LLC (NVA) among all 6 task areas.

**Contractual** - Alexa Whipple will be on contract for this task.

**Equipment** – No equipment will be purchased for use during this feasibility study. Any equipment possibly needed will be provided by the Okanogan Conservation District.

**Other** – Advisory board members, including the owner’s of the target business are all donating their time to advise on this task.

### Task #5 Summary of potential ancillary businesses

<table>
<thead>
<tr>
<th></th>
<th>RBDG Funds</th>
<th>Supplemental Funds</th>
<th>Total Budget</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>1116.12</td>
<td>275.00</td>
<td>1391.12</td>
<td>Kim Simpson, Kim Kogler (both RBDG &amp; Match)</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>625.55</td>
<td>141.67</td>
<td>767.22</td>
<td>Kim Simpson, Kim Kogler (both RBDG &amp; Match)</td>
</tr>
<tr>
<td>Travel</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>-</td>
</tr>
<tr>
<td>Supplies</td>
<td>2000.00</td>
<td>0.00</td>
<td>2000.00</td>
<td>NVA toolkit</td>
</tr>
<tr>
<td>Contractual</td>
<td>3000.00</td>
<td>0.00</td>
<td>3000.00</td>
<td>Alexa Whipple</td>
</tr>
<tr>
<td>Equipment</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>-</td>
</tr>
<tr>
<td>Other - in-kind match</td>
<td>0.00</td>
<td>133.00</td>
<td>133.00</td>
<td>Thomson’s additional advisory match divided equally among 6 task areas</td>
</tr>
<tr>
<td>Indirect Costs - Ok. Cons. Dist.</td>
<td>881.17</td>
<td>0.00</td>
<td>881.17</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
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<td><strong>$549.67</strong></td>
<td><strong>$8,172.51</strong></td>
<td>-</td>
</tr>
</tbody>
</table>

Provide explanation/clarification of the basis for the above budget figures:
Personnel - Kim Simpson and Kim Kogler, both employees of the Okanogan Conservation District.

Fringe Benefits – These benefits cover both Kim Simpson and Kogler’s time.

Travel - 0

Supplies – Include the equally divided cost of a feasibility study toolkit from New Venture Advisors, LLC (NVA) among all 6 task areas.

Contractual - Alexa Whipple will be on contract for this task.

Equipment – No equipment will be purchased for use during this feasibility study. Any equipment possibly needed will be provided by the Okanogan Conservation District.

Other – The Thomson family will match $133 in advisory time during this task.

<table>
<thead>
<tr>
<th>Task #6 Summary, analysis and recommendations</th>
<th>RBDG Funds</th>
<th>Supplemental Funds</th>
<th>Total Budget</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
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<td>2455.92</td>
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</tr>
<tr>
<td>Fringe Benefits</td>
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<td>415.94</td>
<td>1315.75</td>
<td>Kim Simpson, Kim Kogler (both RBDG &amp; Match), Hannah McIntosh (both RBDG &amp; Match)</td>
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<td>Travel</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>NVA toolkit</td>
</tr>
<tr>
<td>Supplies</td>
<td>2000.00</td>
<td>0.00</td>
<td>2000.00</td>
<td>Alexa Whipple $3000, Kathryn Quanbeck $750</td>
</tr>
<tr>
<td>Contractual</td>
<td>3750.00</td>
<td>0.00</td>
<td>3750.00</td>
<td>Alexa Whipple $3000, Kathryn Quanbeck $750</td>
</tr>
<tr>
<td>Equipment</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>Thomson's additional advisory match divided equally among 6 task areas</td>
</tr>
<tr>
<td>Other - in-kind match</td>
<td>0.00</td>
<td>133.00</td>
<td>133.00</td>
<td>Advisory board match divided equally among 5 task areas</td>
</tr>
<tr>
<td>Other - Advisory Board in-kind match</td>
<td>0.00</td>
<td>370.00</td>
<td>370.00</td>
<td>Thomson's additional advisory match divided equally among 6 task areas</td>
</tr>
<tr>
<td>Indirect Costs - Ok. Cons. Dist.</td>
<td>881.17</td>
<td>0.00</td>
<td>881.17</td>
<td>Thomson's additional advisory match divided equally among 6 task areas</td>
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<tr>
<td>Total</td>
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<td>$1,726.34</td>
<td>$10,905.84</td>
<td>Thomson's additional advisory match divided equally among 6 task areas</td>
</tr>
</tbody>
</table>

Provide explanation/clarification of the basis for the above budget figures:

Personnel - Kim Simpson and Kim Kogler, both employees of the Okanogan Conservation District, as well as Hannah McIntosh of TwispWorks will be working on this task.

Fringe Benefits - These benefits cover Kim Simpson, Kim Kogler’s and Hannah McIntosh’s time.

Travel - 0

Supplies – Include the equally divided cost of a feasibility study toolkit from New Venture Advisors, LLC (NVA) among all 6 task areas.

Contractual - Alexa Whipple and Kathryn Quanbeck will both be on contract for this task.

Equipment – No equipment will be purchased for use during this feasibility study. Any equipment possibly needed will be provided by the Okanogan Conservation District.

Other – Advisory board members $370, including the owner’s of the target business $133, are all donating their time to advise on this task.
APPENDICES
APPENDIX A: Organizational Documents

Please attach evidence of Legal Authority and Good-standing.

Tip: The following describes the organization documents that must be presented regarding the RBDG applicant in the application. The organization document must show 1) the legal existence and 2) authority to perform the activities proposed in the application.

- **Public bodies/Governmental entities** (defined as Public Bodies include States, counties, cities, townships, and incorporated towns and villages, boroughs, authorities, districts, and education institutions organized under State and Federal laws, and Indian Tribes).
  - ✓ Evidence of legal organization (for the state and Indian Tribes, provide the relevant statute that created the entity)
  - ✓ Current certified list of governing body with terms of office

- **Indian Tribes and other Federally-recognized tribal groups**
  - □ Evidence that it is a Federally-recognized tribal group (provide relevant statute that created the entity)
  - □ List of council members with terms of office

- **Non-profit entities**
  - □ Articles of incorporation, including any amendments
  - □ Bylaws, including any amendments
  - □ Certificate of Good Standing with the Secretary of State. This may be a print out of a search at [http://www.sos.wa.gov/](http://www.sos.wa.gov/), which shows existence and good standing.
APPENDIX B Proposed Scope of Work

Scope of Work

Rural Business Development Grant Application
Okanogan Conservation District
Local Meat, Local Jobs for Okanogan County:
Increasing Economic Opportunities for Livestock Producers
and Related Businesses Through Expanded Meat Processing Options

The Okanogan Conservation District is applying for a Rural Business Enterprise Grant (RBEG) from Rural Development (hereafter referred to as "grantor"), an Agency of the USDA. The following Scope of work will be used to measure the performance of the Okanogan Conservation District (hereafter referred to as "grantee").

1) The specific purposes for which grant funds will be utilized:

Grant funds will be used to conduct an in depth feasibility study to accurately inform and plan for all aspects related to the expansion of Thomson’s Custom Meats, the current targeted custom-exempt meat processing facility, to a USDA Inspected livestock processing facility. This expansion could potentially benefit dozens of small businesses in the impacted area from livestock producers and grocers to restaurant owners and pet food businesses. The feasibility study will include assessment of livestock producer demand/opportunity for USDA Inspected services and consumer demand/opportunity for locally raised USDA Inspected meat. It will also assess the cost and regulatory requirements to upgrade the facility as well as resources for funding the expansion. The grant funds will also be used to assess the potential for the expanded business to form supportive partnerships in the region as well as to assess ancillary business opportunities developing from the expansion of the current facility.

2) Timeframes or dates by which action surrounding the use of funds will be accomplished.

The grantee anticipates having all documentation completed for the purposes of closing the grant within 14 months after notification of grant funding. The grantee also anticipates having all funds used within 12 months after notification of grant funding.

3) Who will be carrying out the purpose for which the grant is made

The Local Meat, Local Jobs for Okanogan County project will be administered by Kim Simpson at the Okanogan Conservation District along with the contracted project manager, Alexa Whipple and the Project Committee. Members of the Project Committee include:

- **Kim Simpson**, District Treasurer, Okanogan CD. Kim has a BA in Public Administration and has been processing grant vouchers and payment requests for the District since January 1999. Kim will be responsible for the timely and accurate submission of vouchers for the project.
- **Alexa Whipple**, Project Manager & Agricultural Consultant, Winthrop, WA. Alexa is a biologist, agriculturalist and businesswoman with over 20 years of experience in conservation of natural resources,
sustainable agriculture, and business management, most recently consulting on community composting and regenerative grazing projects in Okanogan County.

- **Hannah McIntosh**, Economic Development Program Manager, TwispWorks, Twisp, WA. Hannah has over 15 years’ experience in major project management, community development, transportation planning and public policy, most recently serving as Chief of Staff for the Seattle Department of Transportation.

- **Kathryn Quanbeck**, former Program Manager for Niche Meat Processor Assistance Network NMPAN. She is also a former livestock economist for the USDA. She is now based in Alaska and does agricultural and food systems consulting.

- **Kim Kogler**, Natural Resource Technician, Okanogan CD.

4) **How the grant purposes will be accomplished.**

The Local Meat, Local Jobs for Okanogan County project will be administered primarily by Alexa Whipple, an agriculture consultant. Alexa will be supported in achieving projects goals by Kim Simpson, District Treasurer, Okanogan Conservation District, Kim Kogler, Natural Resource Technician, Okanogan Conservation District, Hannah McIntosh, Economic Development Program Manager at TwispWorks, and Kathryn Quanbeck, agriculture consultant and expert in niche meat processing.

The work that will be completed by our project team in this feasibility study will answer questions regarding the feasibility for expansion of a custom-exempt meat processing facility into a USDA Inspected livestock processing facility and the potential for other related businesses to benefit from the expansion. We will answer these questions through a series of 7 tasks, all inter-related but divided into project areas for division of duties and responsibilities.

Alexa Whipple will manage each of the 6 project area tasks ensuring clear planning, communication, implementation, documentation, and reporting of each project task. Kim Simpson will perform administrative and financial management tasks in administering the grant. Hannah McIntosh will focus her expertise on market analysis (task #2), assessment of funding options and future partnerships to finance and support expanding and sustaining the target facility (task #4) and summarizing the findings of the feasibility study (task #6). Kim Kogler will assist the project manager in all tasks as needed, especially in data collection, analysis and reporting as well as assistance conducting research on tasks #3, #4 and #5. Kathryn Quanbeck will focus her expertise on demand for USDA Inspected services (task #1), market analysis (task #2), site/facility expansion analysis (task #3) and summary of study and recommendations (task #6).

5) **Documentation regarding the availability of matching funds**

The Okanogan Conservation District will contribute $2,500 in-kind staff time to the Local Meat, Local Jobs for Okanogan County proposed project. Verification of these funds is provided in the form of a letter of intent. Many others will also be supporting this project with in-kind time matching as well as a $2,500 cash match from the Thomson family. Each of these contributions is documented in the support letter from those individuals.
- **Okanogan Conservation District** - $2,500 in-kind match of personnel time, verified in letter of support
- **TwispWorks** – $2,420 in-kind match of personnel time, verified in letter of support
- **Chris and Diana Thomson** - $1,100 in-kind match of time serving on advisory board as well as generally advising the feasibility study as the target business, verified in letter of support. They will also match $2,500 in cash to the Site design and cost analysis portion of the feasibility study.
- **Schuler Family** - $300 in-kind match of time serving on advisory board, verified in letter of support
- **Smith Family** - $300 in-kind match of time serving on advisory board, verified in letter of support
- **Jim Salter** - $4,800 in-kind match of time consulting on construction cost analysis, verified in letter of support.
- **Janelle Delfino** - $300 in-kind match of time serving on advisory board, verified in letter of support
- **Carey Hunter** - $650 in-kind match of time serving on advisory board with extended advisory time for sharing experience and expertise in local food processing, verified in letter of support
- **The Town of Twisp** will match $2,000 in-kind to the time that staff, such as the town Planner and Public Works staff, will spend on the site design and cost analysis portion of the feasibility study, specifically the potential access to municipal water and sewer systems.

6) **Project Budget**

Include salaries, fringe benefits, consultant costs, indirect costs, and other appropriate direct costs of the project.

USDA Rural Business Enterprise Grant 2017
Okanogan Conservation District Proposal - Local Meat, Local Jobs for Okanogan County

<table>
<thead>
<tr>
<th>Budget Categories</th>
<th>Grant Request</th>
<th>Match</th>
<th>Total</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project Team Budget</strong></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Personnel</strong></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
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<td>Conservation District</td>
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<tr>
<td>Kim Kogler - Natural Resource</td>
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<td>$2,125.00</td>
<td>$6,250.00</td>
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<tr>
<td>District</td>
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<td></td>
</tr>
<tr>
<td>Hannah McIntosh - Economic</td>
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<td>Development, TwispWorks</td>
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<tr>
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<tr>
<td><strong>Consultants</strong></td>
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<td></td>
</tr>
<tr>
<td>Alexa Whipple - Project Manager,</td>
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<td>$18,000.00</td>
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<td>Consultant</td>
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<td>Kathryn Quanbeck - Niche</td>
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<td>$3,000.00</td>
<td>$100/hour for 30 hours</td>
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<td></td>
<td>$29,293.85</td>
<td>$4,576.15</td>
<td>$4,920.00</td>
<td>$38,790.00</td>
</tr>
<tr>
<td>------------------------------</td>
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</tr>
<tr>
<td><strong>Total Project Team Budget</strong></td>
<td>$29,293.85</td>
<td>$4,576.15</td>
<td>$4,920.00</td>
<td>$38,790.00</td>
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<tr>
<td><strong>Other Costs</strong></td>
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<tr>
<td>Feasibility Study Toolkit - NVA</td>
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<td>Mailings, Printing, Media</td>
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<td>Facility Site Plan &amp; Design</td>
<td>$5,000.00</td>
<td>$9,300.00</td>
<td>$14,300.00</td>
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<td><strong>Advisory Board member time and travel</strong></td>
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<tr>
<td>Chris and Diana Thomson</td>
<td></td>
<td>$1,100.00</td>
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<td>$1,100.00</td>
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<tr>
<td>Janelle Delfino</td>
<td>$300</td>
<td></td>
<td>$300.00</td>
<td></td>
</tr>
<tr>
<td>Skip &amp; Betsy Smith</td>
<td></td>
<td>$300</td>
<td></td>
<td>$300.00</td>
</tr>
<tr>
<td>Deb &amp; Hank Schuler</td>
<td></td>
<td>$300</td>
<td></td>
<td>$300.00</td>
</tr>
<tr>
<td>Carey Hunter</td>
<td></td>
<td>$650</td>
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<td>$650.00</td>
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<td><strong>Advisory Board In-Kind Totals</strong></td>
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<td><strong>Other Cost Total</strong></td>
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<td><strong>Indirect Costs</strong></td>
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<td>OCD Administrative Cost 10%</td>
<td>$5,287.00</td>
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<td><strong>Indirect Cost Total</strong></td>
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<td>$5,287.00</td>
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<tr>
<td><strong>Total Budget</strong></td>
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<td>$16,870.00</td>
<td>$75,027.00</td>
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</table>
APPENDIX C Supporting Financial Documentation

Please attach latest Three (3) years financial statements. This is required to show financial capacity to carry out the proposed work.

[Only for applicants less than 3 years old: If the applicant is less than 3 years old, at a minimum, the information should include all balance sheets(s), income statement(s) and cash flow statements(s).]

Please See Attached Supporting Financial Documentation for Okanogan Conservation District.
APPENDIX D Supplemental Funds Verification

Documentation verifying eligible supplemental funds are available and have been committed to the project must be included in your application to qualify for consideration under applicable scoring criterion.

If there is not a firm commitment in writing of the other (supplemental) funding, it may not be considered for leveraging and scoring purposes. Where there is not sufficient documentation, the project must be feasible without those funds.

*Examples of acceptable documentation include: a signed letter from the source of funds stating the amount of funds, when the funds will be provided, and what the funds can be used for, an executed grant agreement, and a signed resolution from your governing board authorizing the use of a specified amount of funds for the project (if funds will be contributed by the applicant organization).*

1. Verification from Okanogan Conservation District of matching funds to be included with letters of support.
2. All other funds are verified in letters of support.
   - TwispWorks – in-kind match of personnel time, verified in letter of support
   - Chris and Diana Thomson - in-kind match of time serving on advisory board as well as generally advising the feasibility study as the target business, verified in letter of support
   - Deb Schuler - in-kind match of time serving on advisory board, verified in letter of support
   - Smith Family - in-kind match of time serving on advisory board, verified in letter of support
   - Jim Salter - in-kind match of time consulting on construction cost analysis, verified in letter of support
   - Janelle Delfino - in-kind match of time serving on advisory board, verified in letter of support
   - Carey Hunter - in-kind match of time serving on advisory board, verified in letter of support
   - Town of Twisp – in-kind match of staff time exploring feasibility of expanded business access to municipal water and sewer systems.
APPENDIX E Documentation of Experience

Please attach documentation of experience with proposed project activities.

Please provide a description of the grantee (applicant) experience and also provide resumes of those who will be completing the work of the grant.

If the person who will complete the work, in whole or in part, is a contractor, include the contractor’s resume AND either 1) a fully-executed contract showing the commitment to complete the contractor’s responsibilities on the grant with a term sufficient to complete the work OR 2) a writing from the contractor committing to the work and sufficient time to complete it.

Okanogan Conservation District (OCD):

OCD’s mission is to help landowners, land occupiers, and public entities in Okanogan County achieve their conservation goals. OCD has provided voluntary, non-regulatory services to educate about, and implement on the ground, conservation of natural resources for over 75 years, much of this through grant funding. One aspect of OCD services is to ensure agriculturalists have access to technology, farm management information, and conservation assistance to preserve working lands. Consequently, OCD seeks to implement or support activities that reinforce agricultural viability. This includes, but is not limited to: increasing economic outlets, promoting further job opportunities, and building capacity for future projects in the agricultural sphere.

Craig Nelson, District Manager, Okanogan CD. Craig has a BA in Geography with a minor in Environmental Studies and has been in this role since December 1996. In this position, he coordinated the development of the Okanogan Watershed Water Quality Management Plan, facilitated and coordinated the Okanogan Watershed Plan under RCW 90.82, and oversees all District programs and project staff. Craig supervises a diverse conservation program on a day-to-day basis while coordinating with multiple partnering agencies and non-governmental organizations. Craig has extensive grant management experience.

Kim Simpson, Administrative Support, Okanogan CD. Kim has a BA in Public Administration and has been processing grant vouchers and payment requests for the District since January 1999. Kim will be responsible for the timely and accurate submission of vouchers for the project.

Kim Kogler, Resource Technician, Okanogan CD.

TwispWorks – TwispWorks is a 501(c)3 with a mission of economic development in the fields of agriculture, technology, education and arts and culture, located in Twisp, Washington. The organization has been providing business support and advocacy, economic research and analysis since 2009. Hannah McIntosh will be the lead staff person from TwispWorks on the grant focusing on planning, economic analysis and financial feasibility.

Hannah McIntosh, Economic Development Program Manager, Twispworks. Hannah has graduate degrees in Urban Planning and in Cultures and Development Studies and over 15 years’ experience with urban planning, and community and economic development. She has authored and acted as project
manager on multiple large planning documents, including the Seattle Department of Transportation Strategic Plan, the Waterfront Seattle Concept Design and Plan, a Local Improvement District Feasibility Study for Downtown Seattle and the Seattle Pedestrian Master Plan. All documents included extensive research and analysis of case studies and models, and analysis of financial information and project feasibility.

Alexa Whipple – Project Manager & Agricultural Consultant, Winthrop, WA. Alexa is a biologist, agriculturalist and businesswoman with over 20 years of experience in conservation of natural resources, sustainable agriculture, and business management. Her most recent consulting work consists of conducting an organic waste composting feasibility study for WasteWise Methow, conducting an agriculture focused community assessment for the Methow Conservancy, and consulting with the Okanogan Conservation District and other organizations and agricultural businesses on regenerative grazing projects. Alexa has experience managing grant resources and administrative responsibilities with a non-profit educational organization based at the Methow Valley School District called Classroom In Bloom, est. 2004. She has also managed her own commercial farm and family water well services business and other commercial businesses as the administrative lead and bookkeeper over the last 15 years.

Kathryn Quanbeck, Food & Farm Consulting, Anchorage, AK. Kathryn is an agricultural consultant, specialized in small-scale meat processing. She works with local businesses, government agencies, non-profits, farmers and ranchers to start, expand, or support meat processing facilities and local meat supply chains. Formerly with the Niche Meat Processor Assistance Network (NMPAN) she developed educational content related to local and regional meat processing, coordinated outreach and educational activities, and provided guidance and consultation in business development, marketing and management as well as policy and regulations. Prior to her work at NMPAN, she was a livestock economist at the U.S. Department of Agriculture. Kathryn has a master’s degree in Agricultural Economics from the University of California at Davis.
APPENDIX F Letters of Support

Please attach letters from small business for proposed project activities with required verbiage regarding job creation and/or saving. Refer to Instruction 4280.435 (g) and (h).

TwispWorks ✓
Thomson Family ✓
Glover Street Market ✓
The Schuler Family – Wild Plum Farm ✓
The Smith Family – BCS Livestock ✓
The Hover Family – Hover’s Highland Cattle Co. ✓
The Stokes Family Ranch ✓
Haeberle Ranch, Inc. ✓
Blackcap Construction ✓
Mazama Store ✓
Rep. Joel Kretz ✓
Rep. Brian Blake ✓
WA State Conservation Commission ✓
WA State Dept. of Commerce ✓
Tonasket Market ✓
Pine Stump Farms ✓
Town of Twisp ✓
Okanogan Alliance ✓