

# PARTNERS FOR RURAL FOOD SYSTEMS

WHERE NORTH COAST FOOD  
BUSINESSES GROW AND SUCCEED

Strategic Plan V2

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Partners for Rural  
Food Systems

Where North Coast Food  
Businesses Grow and Succeed

# SUMMARY

The Tillamook Food Systems Innovation Project will keep the power and economy of foods from Tillamook in the hands of local growers, producers, and processors. We will also work to build bridges to other food networks and be a leader in collaboration on changing food systems across the State of Oregon to keep local food local, keep more money in the hands of producers and growers, and create economic opportunity for local food entrepreneurs by offering services, facilities, and resources that currently do not exist.

There are five major components at two locations:

Port of Tillamook Bay – Food Innovation Hub, Meat Processing, Distribution Hub, Cold Storage and Warehousing facility

Port of Garibaldi – Seafood processing facility, Cold Storage,

# THE CHALLENGE

Food systems have been broken for decades and the global pandemic spotlighted to everyone outside of food system networks just how broken they are.

Small farmers, fishers, and producers struggle to create economic opportunity and a lack of infrastructure, cost of start up, and a gap in understating available resources perpetuate a cycle of broken food systems and inequities in opportunity, particularly within minority owned business in Tillamook County with only 4.13% of business being BIPOC owned.\*

\* US Census Bureau July 2021

# OUR SOLUTION — SEAFOOD PROCESSING

The North Coast Food Hub Feasibility Study, published in 2020 shows the needs of Tillamook and the North Coast food community. The addition of a seafood processing facility with boat offloading, H&G room, live crab tanks, crab cooking, filet room, cold storage, hot and cold smoking, warehousing, retort packaging, and aggregation space, will allow local fishers to increase inventories and production, provide the facility to custom spec cut their seafood to meet the demands of local restaurants, caterers, hospitals, schools, and consumers. This facility can also provide for a “dock box” mail order DTC, as well as a centralized space for the existing “shop the docks” DTC program. The Facility will also have office space and meeting space for education classes partnering with SBDC, TCVA, OHF, TBCC, and other subject matter experts to provide local fishers with better access to business knowledge, local food businesses access to business and HTM training, and visitors access to fishery and sustainability education.

# OUR SOLUTION — MEAT PROCESSING

The addition of a meat processing facility will allow local producers to cut costs by reducing transportation costs and allow the ability to spec cut proteins for local restaurants, hospitals, schools, mail order DTC, as well as DTC counter service. This facility will serve not only local ranchers by providing slaughter and spec cut and wrap of beef, pork, goat, and lamb, but also provide cut and wrap for game hunters who do not have a local alternative. This could also provide an alternative to local dairy producers to turn baby males and aged out dairy cows into a value add veal and ground beef products. The facility will have a slaughter room, butcher room, cold storage, dry age room, dry storage, aggregation space, dock space, and counter service. The meat processor will also provide classes in butchery and charcuterie to local entrepreneurs and visitors to Tillamook.

# OUR SOLUTIONS – FOOD/FARM INNOVATION HUB

The Food Innovation Hub is the piece that ties all of the Tillamook County food system needs together and allows us to be a leader in bringing all of Oregon's Food Hubs and small and medium sized producers together. The Food Innovation Hub is much more than a commercial kitchen for food entrepreneurs to begin or refine their products, it is a community asset that works with local, state, and federal governmental agencies, TBCC, SBDC, OSU extension, and local experts in everything from finance to marketing and design to help those entrepreneurs start and run successful food businesses. The facility will have a commercial kitchen with equipment and smallwares, packaging equipment and facilities, cold storage with FEMA space held aside, warehousing space. The facility will also incorporate office space, event space, and meeting space for business education classes, HTM classes, business leadership classes, and skills training for both local businesses and visitors. There will also be a retail storefront to drive local and visitor engagement as well as beta test sales for local food entrepreneurs.

# COSTS — SEAFOOD PROCESSING

Construction/Land/Lease Costs — TBD

Walk in cooler - \$15,000

Walk in Freezer - \$15,000

Ice Flake (5 ton) - \$15,000

Smallwares - \$10,000

Stainless tables 96"x 30" (5 each) - \$4375

Filet knives - \$500

H&G Machine - \$18,000

Hot Smoker - \$6,000

Cold Smoker - \$6,000

Vacuum Sealer - \$3,000

Canning (pouch) retort - \$25,000

Shelving 14x24x74 (35 each) - \$14,744

Office, classroom, and event space FF&E - \$25,000

**APPROXIMATED TOTAL COST - \$155,000**

# COSTS — MEAT PROCESSING

**Slaughterhouse – estimated \$150-450/sq ft for kill floor and all equipment\***

**20 head per week estimates at \$1.2 million**

**Butcher shop:**

**FF&E - \$25,000**

**Cold Storage - \$15,000**

**Smallwares - \$10,000**

**Sausage Stuffer - \$9,000**

**Bone Saw - \$6,500**

**Retail Display Refrigeration - \$6,000**

**Grinder - \$5,000**

**Stainless Tables 96x30 (2 each) - \$1750**

**Knives - \$1,500**

**Stainless carts (4 each) - \$980**

**APPROXIMATED TOTAL CUT & WRAP COSTS - \$80,000**



# **COSTS - COMMERCIAL KITCHEN**

Walk in refrigeration - \$30,000

Walk in freezer - \$30,000

30 gallon tilt skillet - \$25,000

Smallwares - \$15,000

Double convection oven - \$15,000

Additional stainless work (dishwash area) - \$10,000

Steamer - \$7,000

Charbroiler - \$6,000

Hot Ssoaker - \$6,000

Flat top griddle - \$3,000

3 compartment sink - \$2500

Stainless work tables (2 each) - \$1750

Stainless carts (4 each) - \$980

# **COSTS — KITCHEN EQUIPMENT (CONT)**

60 Quart stand mixer - \$26,000

20 Quart bench mixer - \$3,200

Smallwares - \$20,000

Commercial hood w/Ansul system - \$25,000

Shelving (35 each) - \$14,744

Dry aging cabinets (600#) - \$15,000

Ice delivery system - \$4,000

Stainless tables 96"x 30" (5 each) - \$4,375

Commercial dehydrator (32 tray) - \$3,000

Vacuum sealer - \$3,000

**APPROXIMATED TOTAL COSTS - \$270,805**

# **CLASSROOM AND EVENT SPACE FOR SEAFOOD CENTER AND FOOD HUB\***

Conference tables and chairs (10 person) - \$8,000

Video conferencing equipment - \$4,000

Video conference monitor - \$4,000

Smartboards - \$3,500

Additional FF&E - \$15,000

Classroom tables and chairs (10 tables, 60 chairs) - \$8,000

Classroom smartboards - \$1750

72" Monitor - \$4,000

Approximated total classroom/ meeting costs - \$50,000

\* Costs are for each location

# **DISTRIBUTION**

**Distribution Truck – Freezer/Refrigerated - \$80,000**

**Assumes using commercial warehouse and aggregation space from Food Innovation**

# ORGANIZATIONAL STRUCTURE



# OPERATIONAL ACCOUNTABILITIES

## **Operations Manager**

Oversee all operations, marketing, assess and facilitate solutions to community/business needs, Organize education opportunities, regulations compliance, food community liaison, invoicing, government affairs, tenant relations,

## **Distribution Manager**

Route planning, product aggregation from each location, fill in as pick up/delivery, coordinate with existing food systems for delivery/pick up, invoicing, cold chain custody compliance

## **Driver**

Deliver/pickup

## **Meat Processing Manager/Butcher**

Forecasting, invoicing, oversee kill room, regulations compliance, butchering/retail sales

## **Kill Room/Assistant Butcher**

Slaughter/skin/eviscerate, butcher/retail sales

# OPERATIONAL ACCOUNTABILITIES (CONT)

## **Seafood Processing Manager**

Regulatory compliance, general oversight, fishery network/relationship management, scheduling, invoicing, sales forecasting

### **Filet**

H&G, Filet, value add portioning, smoking, canning

### **Warehouse/Packaging**

Filet, smoking, canning, value add portioning, product aggregation, loading/unloading

## **Food Hub Manager**

Regulatory compliance, scheduling, invoicing, class scheduling, oversight of Retail, DTC, relationship management

# OPERATIONAL ACCOUNTABILITIES (CONT)

## **Retail Operations Manager**

Retail sales, DTC mail order, invoicing, cash handling, producer relations, customer relations, regulatory compliance

## **Warehouse/packaging**

DTC Mail order, product rotation, distribution aggregation



# INVENTORY OF ASSETS

- Port of Garibaldi Red Building – 402 S 7<sup>th</sup> St, Garibaldi, OR 97118
  - Building needs assessed for integrity – Talk to Mike Saindon about moving into bottom floor immediately while rebuild and restructure happens. Are there additional buildings that are move in ready. Ideal location for seafood processing and aggregation. Eventual build out of meeting space and storefront space in phase 2.
- EVOO – 188 S Hemlock St, Cannon Beach, OR 97110
  - EVOO is in the heart of Cannon Beach, prime real estate. Rent is unsustainable and landlord unwilling to sell property. Issues with distribution access and parking.
- Barnacle Bills Annex – Annex 41600 Oretown Rd, Cloverdale, OR 97112
  - Unused space with cheap rent. Utilities already run to site and building is structurally sound. Ideal location for distribution annex linking Lincoln County and Tillamook County food systems. Aggregation and warehouse space.

# INVENTORY OF ASSETS (CONT)

- Port of Tillamook Bay – 4000 Blimp Blvd, Tillamook, OR 97141
  - Centrally located in Tillamook County. Location is ideal for distribution, meat processing aggregation, warehousing, and commercial kitchen space. Need to find existing buildings that can work short and long term.
- Port of Tillamook Bay, Officers Mess – 6825 Officers Row, Tillamook, OR 97141
  - Opportunity to turn Officers Mess Hall into either commercial kitchen space or optimize the classroom and meeting facility to be worked into the overall plan.

# PARTNERS AND COLLABORATORS

- Food Roots – potential to move offices, storefront, and farmers market to the Port location – Key Tenant
- Food Web – work collaboratively with Food Web to bring Clatsop and Tillamook food solutions together – distribution partner
- Astoria Food Hub – Potential cost saving by combining overhead and project management – Business partner
- Local Ocean Seafoods – Distribution and sales of local fisheries product – Business Partner
- FEMA – Warehouse and cold storage space for disaster relief – Funding partner
- Nehalem River Ranch – Processing and Butchery for Meat Processing Facility and Butcher shop. – Sales, Distribution Partner – Key Tenant
- Tillamook Meats – Key Tenant and potential Operator of Meat Processing and butchery facility.



- CS Fishery – Processing and Sales of Seafood products. Looking for value added opportunities – Key Tenant
- Workforce Development Board – Potential Office tenant and potential to increase Hospitality/Tourism workforce development – Tenant partner/financial partner/education partner
- OSU Food Science – classroom and business education for food entrepreneurs – Education partner
- TBCC – Classroom and business education for entrepreneurs – education partner
- SBDC – Classroom and business education – education partner
- Food NW – Business Partner

# PARTNERS AND COLLABORATORS

- **OR Cheese Guild** – Cheese classes and business support – Education partner, potential office tenant
- **USDA** – On site commercial Meat Processing oversight – potential education partner, office tenant
- **Fish People** – existing business needing support – Key tenant
- **Business Oregon** – grants/investments
- **Col-Pac** – work within innovation hub programs

# OUR MISSION

Our mission is to support the local fishing, farming, and food community by providing access to fully licensed facilities and providing the education and business support to grow our local food communities and create sustainable opportunities for food system entrepreneurs.

# VISION

**Tillamook County is a leader in providing resources for local fish, land, and meat producers, and food entrepreneurs. We offer high quality business support, education, and facilities and partner with local and state experts to give every member and business in of our communities access to equitable opportunity and healthy food.**

**We partner with local food systems around the state to build collaboration and solutions to supply chain and logistical challenges and transform lives through food.**

# HOSPITALITY-CULINARY-TOURISM TRAINING

Need to develop tourism and hospitality training – Need Nan's input and assistance.

Perhaps bring in Eric Aebi – Chemeketa Community College

Guest Service Gold

Fundamentals of Hospitality

Restaurant essentials

Hotel Essentials

Public-facing hospitality training

Pro-Start for high school students



# NEXT STEPS

Find potential POTB existing buildings

Ask Mike S about moving into Red Building

Get commitments from POTB, POG, Food Roots, Nehalem River Ranch, CS Fishery

Meet with Tillamook Meats about the Meat Processing facility/commitment

Convene fisheries meeting at POG – get commitments

Convene Food entrepreneurs Meeting at POTB – get commitments (OCWasabi Key Tenant?)

Meet with Sarah M, USDA, TBCC, SBDC, and others for commitments for support

Partner with Food NW

Find Funding

Set up Phase 1

# PHASE 1

- Conduct design plans - in preparation for construction plan and permits
- Find space at POG to begin moving in equipment and set up cold storage and fish cleaning
- Find Space for Commercial Kitchen and Cold Storage at POTB
- Find Funding
- Hire Project and Facilities Manager to oversee phase 1
- Purchase seafood production equipment limited to cold storage – filet – packaging
- Purchase commercial kitchen equipment and cold storage/warehousing
- Purchase POTB Meeting Space equipment
- Purchase POG Meeting Space equipment
- Positions descriptions written
- Write standard operating procedures for all facilities

# **COSTS PHASE 1 (NOT INCLUDING CONSTRUCTION COSTS)**

- Seafood Processing - \$89,938
- Seafood Smallwares - \$2,870
- Garibaldi Classroom \$30,231
- Commercial Kitchen - \$187,509.16
- Kitchen Smallwares -\$15408.72
- Kitchen Classroom - \$54,415.99

# TIMELINE PHASE 1

- 501c3 application – In Process
- Funding for Project – In Process
- Finalize site selection – 8/1/22
- Position description written and finalized 8/15/22
- SOPs written and finalized 8/30/22
- Project Branding complete 8/30/22
- Meeting with local fisheries – 9/15/22 (combined industry meeting)
- Meeting with food partners/collaborators – 9/15 (combined industry meeting)
- Meeting with all stakeholders 9/15 (combined industry meeting)

# **TIMELINE PHASE 1 (CONT)**

- Funding in place 10/15/22
- Advertise and Interview Project and Facilities Manager 10/15/22
- Advertise and conduct Public Relations Project 10/15/22
- Contract with Key Tenants – 11/1/22
- Order equipment and Smallwares 11/1/22