

Local Food Promotion Program (LFPP) Final Performance Report

The final performance report summarizes the outcome of your LFPP award objectives. As stated in the LFPP Terms and Conditions, you will not be eligible for future LFPP or Farmers Market Promotion Program grant funding unless all close-out procedures are completed, including satisfactory submission of this final performance report.

This final report will be made available to the public once it is approved by LFPP staff. Write the report in a way that promotes your project's accomplishments, as this document will serve as not only a learning tool, but a promotional tool to support local and regional food programs. Particularly, recipients are expected to provide both qualitative and quantitative results to convey the activities and accomplishments of the work.

The report is limited to 10 pages and is due **within 90 days** of the project's performance period end date, or sooner if the project is complete. Provide answers to each question, or answer "not applicable" where necessary. It is recommended that you email or fax your completed performance report to your assigned grant specialist to avoid delays:

LFPP Phone: 202-720-2731; Email: USDALFPPQuestions@ams.usda.gov; Fax: 202-720-0300

Should you need to mail your documents via hard copy, contact LFPP staff to obtain mailing instructions.

Report Date Range: <i>(e.g. September 30, 20XX-September 29, 20XX)</i>	September 29, 2014 – September 29, 2016
Authorized Representative Name:	Sonia Janiszewski
Authorized Representative Phone:	914-720-1020
Authorized Representative Email:	hub@luckydogorganic.com
Recipient Organization Name:	Center for Agricultural Development & Entrepreneurship
Project Title as Stated on Grant Agreement:	Lucky Dog Local Food Hub Expansion and Producer Development
Grant Agreement Number: <i>(e.g. 14-LFPPX-XX-XXXX)</i>	14-LFPPX-NY-0126
Year Grant was Awarded:	2014
Project City/State:	Hamden, NY
Total Awarded Budget:	\$70,038

LFPP staff may contact you to follow up for long-term success stories. Who may we contact?

- Name: Rebecca Morgan; rebecca@cadefarms.org; 607-433-2545
- Name: Richard Giles, luckydogorganic@gmail.com; 607-437-8949

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1. State the goals/objectives of your project as outlined in the grant narrative and/or approved by LFPP staff. If the goals/objectives from the narrative have changed from the grant narrative, please highlight those changes (e.g. “new objective”, “new contact”, “new consultant”, etc.). You may add additional goals/objectives if necessary. For each item below, qualitatively discuss the progress made and indicate the impact on the community, if any.

Goal/Objective 1: HUB DEVELOPMENT – Double the number of Hub buyers annually by implementing operational efficiencies and personalized service.

- i. Progress Made & Impacts on Community:

- a. Operational Efficiencies

1. Procure Hub equipment that will enable greater efficiencies as the producer base grows
 - a. Progress Made: The pallet jack was purchased and is being used for Hub producer products
 - b. Impact on Community: The pallet jack has been invaluable to efficiently moving product and packing the truck
 2. Integrate frozen product storage and transportation capabilities, opening the Hub to otherwise underserved producers, including those selling frozen dairy products and meats
 - a. Progress Made: We just recently purchased one of the freezers and it has just begun to be utilized by Hub producers
 - b. Impact on Community: Not yet realized
 3. Increase cold storage capacity for dairy and produce farmers
 - a. Progress Made: While this is not an LFPP-funded element of the Hub, we included it in our original goals as a significant aspect of the Hub’s operational development. \$40,000 was secured from two sources for the construction and the cold storage capacity was significantly expanded
 - b. Impact on Community: The expanded storage has enabled more convenient drop days for producers and is positioned for great on- and off-truck loading

- b. Customer Service

1. Formalize business systems and relationship management with the introduction of food chain software
 - a. Progress Made: We had previously researched and evaluated food chain software and services and determined that the implementation of a third party system would not enhance the Hub but complicate the process. We reallocated the \$2,000 software budget to the purchase of a Hub computer. The customer service focus of the Hub at this time remains connecting buyers and products with personalized service, matching and relationship management
 - b. Impact on Community: The decision to not implement a new software system at this time provides very valuable relationship building between all parties.

Goal/Objective 2: PRODUCER DEVELOPMENT: Increase the number of Hub Producers annually (to over 15 in 2015 and 30 in 2016) by implementing training and assistance programming

- i. Progress Made & Impacts on Community:

- a. Workshops

1. Expand the existing “Producing for the Hub” Workshop series with wholesale-readiness training customized for the various experience levels and production methods, as well as agricultural sectors
 2. Progress Made: The following quarterly “Producing for the Hub” Workshops have been held:
 - a. Q4 2014, December 16, 2014: Introduction to the Hub and the services enabled by LFPP
 - b. Q1 2015, Mar 23, 2015: Discussion and planning related to a second weekly NYC route beginning in June
 - c. Q2 2015, June 29, 2015: Pricing Your Products for the Hub
 - d. Q3 2015, September 28, 2015: The Product Pitch + Building Lasting Buyer Relationships
 - e. Q4 2015, December 7, 2015: The Hub in Review, a progress report and 2016 planning update
 - f. Q1 2016, March 7, 2016: Introduction to the Hub’s new Producer Manual and Agreement followed by an opportunity meeting with Blue Apron representatives
 - g. Q2 2016, June 27, 2016: Packaging & Labeling Demonstration
 - h. Q3 2016, September 26, 2016: Accessing New Wholesale Opportunities
 3. Impact on Community: The workshops have been very well attended, averaging 20 participants each.
- b. Buyer Tours
1. Replicate the successful NYC Buyer Tour held in March 2014 and execute the event quarterly
 4. Progress Made: The following quarterly Buyer Tours have been held:
 - a. Q1 2015, March 17: Nine producers visited six buyers in a one-day van trip to NYC
 - b. Q2 2015, May 17: Seven members of a restaurant group the hub supplies toured three producer farms
 - c. Q3 2015, August 12: Seven producers visited 10 buyers in a one-day van trip to NYC
 - d. Q4 2015, November 18: Eight producers visited five buyers in a one-day van trip to NYC
 - e. Q1 2016, March 9: Seven producers visited five buyers in a one-day van trip to NYC
 - f. Q2 2016, June 7: Seven members of a restaurant group the hub supplies toured three producer farms
 - g. Q3 2016, October 10: Five members of a restaurant group interested in working with the Hub toured four producer farms
 2. Impact on Community: The value of these tours to the involved farms has been incredible. All farms involved have either begun serving the Hub or are currently arranging to do so in the coming months.
- c. One-on-one support
1. Establish one-on-one support for producers to assist with sourcing on-farm project funding, production and processing guidance, and sales and marketing training
 2. Progress Made: We have been formally consulting with multiple farms at once and providing guidance informally to many more not needing a specific service. This service has corresponded well with local funding

opportunities and the preparations needed for applying as well as with specific producer marketing needs. Please see below for details:

- a. The Hub has completed consulting with over 30 farms in Delaware and Otsego counties, primarily. Consulting topics included: business planning, website development, crowdfunding, funding access, systems development, market development, packaging, pricing and media relations, among others.
 3. Impact on Community: The Hub has consulted with over 30 local farms, specific to their needs and goals for serving the Hub.
2. Quantify the overall impact of the project on the intended beneficiaries, if applicable, from the baseline date (the start of the award performance period, September 29, 2014). Include further explanation if necessary.
- i. Number of direct jobs created: The Hub has created a bookkeeping/office management position, which also provides customer service. In addition, two part-time drivers make the Hub's deliveries on Tuesdays.
 - ii. Number of jobs retained: Our goal for Year 1 is to retain 15 farm positions. We have transported for over 46 farms since the start of this grant, exceeding even our Year 2 goals.
 - iii. Number of indirect jobs created: CADE consultants have performed according to plan, providing two indirect hub jobs. We are currently evaluating a sales position as well. Two short-term sales representatives also worked with the Hub from November 2015-March 2016, growing awareness with new buyers in NYC.
 - iv. Number of markets expanded: Our Year 1 goal was to expand 20 markets. The Hub communicates with 282 purchasers weekly, up from 160 a year ago, and 241 six months ago, and is consistently delivering to approximately 30 locations weekly.
 - v. Number of new markets established: Our year 1 goal is to establish 20 new markets. The Hub communicates with 282 purchasers weekly, and is consistently delivering to approximately 30 locations weekly. Of those 30 locations, we are averaging 10 new locations per year
 - vi. Market sales
 - a. The goal of the grant was to double gross hub sales year over year. In the Hub's first year, sales resulted in almost \$20K. In 2015, the Hub's gross sales were \$73,510, which translates to \$615,852 in farm sales through the Hub. As of Dec. 21st, 2016, gross Hub sales are nearly \$100,000.
 - vii. Number of farmers/producers that have benefited from the project:
 - a. 46 farm and food businesses have used the Hub
 - b. Over 30 farms have received consulting as a result of the LFPP grant
 - c. Approximately 200 producers have engaged in Workshops and 25 farms have participated in Buyer Tours
3. Did you expand your customer base by reaching new populations such as new ethnic groups, additional low income/low access populations, new businesses, etc.? If so, how?
- i. We have increased the number of producers engaged in the Hub from 64 in September 2015 to 113 currently
 - ii. In a recent producer survey, respondents reported accessing the following populations through the Hub:
 - a. 16.67% are reaching new ethnic markets
 - b. 8.33% are reaching low income populations
 - c. 8.33% are reaching low access populations

d. 75% are supplying to newly formed/developing businesses

4. Discuss your community partnerships.
 - i. Who are your community partners?
 - a. Watershed Agricultural Council
 - b. Delaware County Economic Development
 - c. 607CSA
 - d. Delaware County Cornell Cooperative Extension
 - e. Cornell Small Farms Program
 - ii. How have they contributed to the overall results of the LFPP project? The Lucky Dog Local Food Hub works with our local and regional partners to promote opportunities for producers to access wholesale markets in NYC. We collaborate on funding opportunities, educational offerings, outreach and information sharing.
 - iii. How will they continue to contribute to your project's future activities, beyond the performance period of this LFPP grant?
 - a. Whether a funding partner of information sharing organization, collaboration is necessary to providing producers the depth and breadth of assistance for their success with the Hub.
5. Did you use contractors to conduct the work? If so, how did their work contribute to the results of the LFPP project? Sonia Janiszewski and Richard Giles have performed all work related to the LFPP grant and are the primary connectors for developing relationships and sales for Hub farms. They have orchestrated, with staff support, all that has been achieved to date.

1. Have you publicized any results yet?* Yes
 - i. If yes, how did you publicize the results?
 - a. Produced a "Progress Report" for year end 2015 and shared it with all participants
 - b. Featured in the *New York Organic News*, NOFA's quarterly news magazine
 - c. Featured in the Pure Catskills Guide, a publication of the Watershed Agricultural Council's Farm to Market Program
 - d. Spoke at the MARK Project's Main Street Boot Camp community conference
 - e. Facilitated a Cornell Small Farms Program's "Small Farms, New Markets" [Webinar](#)
 - f. Many of our producers have received very high-profile coverage in the past year and the Hub maximizes the exposure by highlighting the coverage
 - ii. To whom did you publicize the results?
 - a. We routinely promote and share such publicity with our farmer and buyer audiences
 - iii. How many stakeholders (i.e. people, entities) did you reach?
 - a. We do not currently have circulation numbers for the two print pieces. The Conference was attended by approximately 100 people, and 60 registered for the webinar. We are active on Instagram, where we have now have 600 active followers, and we host a Facebook group for information sharing between producers about 40 producers

*Send any publicity information (brochures, announcements, newsletters, etc.) electronically along with this report. Non-electronic promotional items should be digitally photographed and emailed with this report (do not send the actual item).

2. Have you collected any feedback from your community and additional stakeholders about your work?

- i. If so, how did you collect the information? Yes, we have conducted producer surveys.
- ii. What feedback was relayed (specific comments)? Feedback related to the activities enabled by this LFPP grant has been very positive

3. Budget Summary:

- i. As part of the LFPP closeout procedures, you are required to submit the SF-425 (Final Federal Financial Report). Check here if you have completed the SF-425 and are submitting it with this report: X
- ii. Did the project generate any income? NO

4. Lessons Learned:

- i. Summarize any lessons learned. Draw from positive experiences (e.g. good ideas that improved project efficiency or saved money) and negative experiences (e.g. what did not go well and what needs to be changed).
 - a. The planning that went into the LFPP grant application set the course for a successful project. While we stayed true to the goals of the application, we were flexible to meet the needs of our producers and buyers. Some of the activities that we thought were necessary (such as the hub software) were determined not to be and we were able to reallocate funds to something that would add more benefit.
- ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:
 - a. All of the measures were achieved except for the purchase of the Hub software. It is important when making a decision that impacts a wide variety of stakeholders that you really understand the goals you are trying to achieve. If you can't align activities with those goals, consider not doing them.
- iii. Describe any lessons learned in the administration of the project that might be helpful for others who would want to implement a similar project:
 - a. Keep very detailed records of expenditures to make reporting and reimbursements easier. The USDA staff has been great at helping us access the LFPP funds and provide tools to make it easier. Work with your representative to ensure that you are both on the same page.

5. Future Work:

- i. How will you continue the work of this project beyond the performance period? In other words, how will you parlay the results of your project's work to benefit future community goals and initiatives? Include information about community impact and outreach, anticipated increases in markets and/or sales, estimated number of jobs retained/created, and any other information you'd like to share about the future of your project.
 - a. The Lucky Dog Local Food Hub plans to continue its growth to serve more producers and buyers through the following initiatives:
 - 1. Value Chain Facilitation to expand the Hub routes into new markets, with support from CADE
 - 2. Strategic partnership with a Brooklyn-based bakery and restaurant group to mill and distill for a private label. This will offer a new and unique local market for rye and other small grains

3. Continue intentional relationship marketing to grow the number and value of producer-buyer relationships created through the Hub
 4. The Hub plans to grow its storage capacity to include a facility in NYC and grow its staff to four to five full time positions
- ii. Do you have any recommendations for future activities and, if applicable, an outline of next steps or additional research that might advance the project goals?
- a. It will be necessary to maintain producer access to technical assistance and training. Farmers may do this through CADE's Farm and Food Business Incubator.
 - b. It will also be necessary to provide buyer access to farmers to establish and grow long-term relationships with chefs and purchasers. This will remain a function of the Hub with support from the Watershed Agricultural Council and CADE.