

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 30, 2015 – September 30, 2016
Authorized Representative Name:	Anne Holcomb
Authorized Representative Phone:	(707) 445-3166
Authorized Representative Email:	aholcomb@foodforpeople.org
Recipient Organization Name:	Food for People
Project Title as Stated on Grant Agreement:	<i>Business Feasibility for a Community Food Bank as a Shared Food Hub Facility</i>
Grant Agreement Number: <i>(e.g. 14-LFPPX-XX-XXXX)</i>	15LFPPCA0150
Year Grant was Awarded:	2015
Project City/State:	Eureka, California
Total Awarded Budget:	\$25,000

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

Same Authorized Representative listed above (check if applicable).

Different individual: Name: _____; Email: _____; Phone: _____

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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.
 - i. Objective 1: Evaluate major limitations to facilities expansion for FFP
 - a. Progress Made: Major limitations identified include: operational budget and fundraising capacity may not support financing costs of new or renovated facility, major funding source that enables local food procurement and distribution is not guaranteed, an exceedingly low availability of properties match project needs, NIMBY challenges associated with relocating pantry operations exist, operational complexities influence facility siting, design and scale, other key factors limit program expansion which are not related to facility size or location (ex: program budget or operational logistics), and there is low interest from potential partners in shared facilities or operations.
 - b. Impact on Community: If Food for People cannot afford to finance or fundraise to cover costs of facility construction or renovation, it will not be able to expand its local food procurement and distribution.
 - ii. Objective 2: Identify key opportunities, including potential partnerships, that are enabled by the proposed facility
 - a. Progress Made: Opportunities identified include: potential partnership with local organizations to support food service operations through shared kitchen and food storage facility; increase in local food procurement and distribution enabled with additional space to wash and store fresh produce; commercial kitchen facility would enable more processing of local food for distribution; capital costs could be offset by donations of land or construction materials, providing leverage for construction finance costs through establishment of targeted bequest program.
 - b. Impact on Community: A commercial kitchen facility operated by Food for People would increase access for FFP and other organizations to prepare and process local foods for distribution through programs, as well as increase educational opportunities around local food and nutrition; increased storage space could enable increased purchasing power.
 - iii. Objective 3: Determine potential viability of a shared food hub facility through market analysis, including demand assessment
 - a. Progress Made: Research results from other studies and personal contacts regarding local food producer demand for food hub facilities were collected and analyzed; scenarios for partner relationships (ex: leasing warehouse or office space, sharing distribution services, etc.) were investigated and analyzed; evaluation of partnership scenario impacts on Food for People’s operations/mission was performed.
 - b. Impact on Community: A food hub facility operated by Food for People is not a viable option for the organization, however, Food for People is intending on collaborating with other organizations to increase its ability to purchase and distribute local food by developing commercial kitchen facility and additional storage space to accommodate fresh produce. If this kitchen and storage facility

is built, it will benefit local farmers, food service operators wishing to purchase local food, and Food for People's local food purchasing programs.

- iv. Objective 4: Produce a business plan and pro forma for the proposed facility
 - a. Progress Made: Business plan outlining the proposed facility concept, financial analysis, and strategic orientation has been prepared.
 - b. Impact on Community: The business plan shows that a renovated facility for Food for People is feasible if community fundraising and favorable financing is achieved; the benefit to the community will be continuation of food bank services, along with increased potential purchases of local food.
 - v. Objective 5: Disseminate feasibility study results to inform community
 - a. Progress Made: Final results of the study have been shared with Food for People board members and other stakeholders. The study will be more publicly shared once it is strategically appropriate for aligning with Food for People's fundraising strategy.
 - b. Impact on Community: The final report will be used to guide preparation of a design concept and capital campaign strategy; it will increase fundraising potential as it presents a concept that has been analyzed and evaluated for viability. It will benefit the community by increasing community support for the project, which fills a vital need in the community.
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 30, 20__). Include further explanation if necessary.
- i. Number of direct jobs created: N/A – this was a feasibility analysis and planning project; no jobs were created
 - ii. Number of jobs retained: N/A – this was a feasibility analysis and planning project; no jobs were retained; however, the results of the study emphasize the importance of staff retention to distribute local food through Food for People programs
 - iii. Number of indirect jobs created: N/A – this was a feasibility analysis and planning project; no indirect jobs were created
 - iv. Number of markets expanded: N/A – this was a feasibility analysis and planning project; no markets were expanded; however, a new facility for Food for People could enable an expansion of the local food market through increased purchases from farmers
 - v. Number of new markets established: N/A – this was a feasibility analysis and planning project; no new markets were established; however, a new facility for Food for People could enable the organization to purchase food from new/additional farmers
 - vi. Market sales increased by \$insert dollars and increased by insert percentage%. N/A – this was a feasibility analysis and planning project; increases in sales resulted
 - vii. Number of farmers/producers that have benefited from the project: Food for People currently works with 68 local farmers; these and other farmers benefited from this project by increasing the understanding around barriers and opportunities for Food for People's local food purchasing.
 - a. Percent Increase: N/A
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? Food for People did not expand its customer base, but did expand its relationships with potential partners.

4. Discuss your community partnerships.
 - i. Who are your community partners? Department of Health and Human Services, local schools and senior centers, Rotary Clubs, local farms, local farmer-support organizations
 - ii. How have they contributed to the overall results of the LFPP project? These partners provided valuable insight into the opportunities and barriers to increasing local food purchasing.
 - iii. How will they continue to contribute to your project's future activities, beyond the performance period of this LFPP grant? The Dept. of Health and Human Services, along with other community organizations, aim to continue funding Food for People's local food-related programs; local farmers are interested in continuing to work with and expand their relationship with Food for People.

5. did you use contractors to conduct the work? If so, how did their work contribute to the results of the LFPP project? Yes. The contractor, Greenway Partners, performed the bulk of deliverables for this project, including opportunities and constraints analysis, facilities conceptual designs and cost estimating, and the demand assessment and business plan.

6. Have you publicized any results yet? * Results have been published for internal review and limited public review; due to the nature of a pending capital campaign for facilities development, the results are intended for broader publicizing once the campaign is active.
 - i. If yes, how did you publicize the results? Presented to Food for People Board meeting, electronic submission to select stakeholders
 - ii. To whom did you publicize the results? Food for People Board and staff, select project stakeholders
 - iii. How many stakeholders (i.e. people, entities) did you reach? At least 30 to-date; over 5,000 anticipated

*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).

7. Have you collected any feedback from your community and additional stakeholders about your work? Yes
 - i. If so, how did you collect the information? Verbal as well as written feedback was collected from project stakeholders throughout the project
 - ii. What feedback was relayed (specific comments)?
 - a. Many Board members were confused about the process initiated for the opportunities and constraints analysis (problem identification)
 - b. Many Board and staff were confused about the scope of the grant award
 - c. Board members want to define their role in the project more clearly
 - d. Staff were excited for the opportunities to provide input into facility needs
 - e. Board and staff expressed concern over the determination of a viable project based on the business plan and financial analysis and attested to the need for a well-executed capital campaign
 - f. Potential project funders were very interested in the project, but need a more specific project concept and cost estimate to consider being involved

8. 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:
- ii. Did the project generate any income? No
 - a. If yes, how much was generated and how was it used to further the objectives of the award?

9. 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 project approach was adjusted a couple of times to accommodate interest from Board members regarding facilities design and organizational strategy; while the adjustments delayed the planned timeline, they also helped move the project forward by giving the stakeholders more clarity and buy-in to the project.
 - b. The process implemented for this project began with some repetition from previous planning work, which made several stakeholders confused about the project scope; these challenges were resolved through a series of exchanges between the consultant and the stakeholders, but the situation could have been prevented with more proactive communication at the initiation of the project.
 - c. The organization did not have a strategic plan that would help to inform decisions about the project; this caused a need to temporarily delay the project as organizational goals/objectives were defined. The project resulted in better outcomes because the organization could set strategic directions and make clearer decisions about partnerships, the facility design and operations.
- ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving: Project goals were met, but only because of the consultant's willingness to incorporate organizational strategy into the decision-making process. Without this, the stakeholders would not have been able to make decisions about future facilities with confidence or foresight.
- 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: None

10. 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. Work will continue to develop a food bank facility that better accommodates handling and distribution of local food (purchases and donations); Food for People has hired a consultant to prepare a conceptual design and manage facility construction; Food for People is also preparing to launch a capital campaign to fundraise for construction and operation costs. AS the facility development proceeds, Food for People will be able to increase its support for

the community food security needs, including continuing to prioritize local food purchasing for distribution through its programs.

- 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. The next steps for this project have been outlined in a scope of work from the consultant hired to perform conceptual design, project financial consulting and project management through construction. Once fundraising targets are met, construction plans can be prepared and construction can begin. Fundraising will also continue to help grow the local food purchasing; a new commercial kitchen facility and storage space will enable staff to handle more fresh produce and store or process it for distribution.