

## 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](mailto: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.

<b>Report Date Range:</b> <i>(e.g. September 30, 20XX-September 29, 20XX)</i>	September 30, 2015 – April 30, 2018
<b>Authorized Representative Name:</b>	Sarah Nelson
<b>Authorized Representative Phone:</b>	(415) 994-2164
<b>Authorized Representative Email:</b>	sarah@18reasons.org
<b>Recipient Organization Name:</b>	18 Reasons
<b>Project Title as Stated on Grant Agreement:</b>	18 Reasons Café & Cannery
<b>Grant Agreement Number:</b> <i>(e.g. 14-LFPPX-XX-XXXX)</i>	15-LFPP-CA-0156
<b>Year Grant was Awarded:</b>	2015
<b>Project City/State:</b>	San Francisco, CA
<b>Total Awarded Budget:</b>	\$100,000

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: \_\_\_\_\_

According to the Paperwork Reduction Act of 1995, an agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a valid OMB control number. The valid OMB control number for this information collection is 0581-0287. The time required to complete this information collection is estimated to average 4 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. The U.S. Department of Agriculture (USDA) prohibits discrimination in all its programs and activities on the basis of race, color, national origin, age, disability, and where applicable sex, marital status, or familial status, parental status religion, sexual orientation, genetic information, political beliefs, reprisal, or because all or part of an individual's income is derived from any public assistance program (not all prohibited bases apply to all programs). Persons with disabilities who require alternative means for communication of program information (Braille, large print, audiotape, etc.) should contact USDA's TARGET Center at (202) 720-2600 (voice and TDD). To file a complaint of discrimination, write USDA, Director, Office of Civil Rights, 1400 Independence Avenue, SW, Washington, DC 20250-9410 or call (800) 795-3272 (voice) or (202) 720-6382 (TDD). USDA is an equal opportunity provider and employer.

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. Goal/Objective 1: Develop relationships with at least 10 community partners

a. Progress Made: We developed partnerships with 8 new organizations over the past six months, and have partnered with 44 new organizations over the past twenty-four months. We reached out to small food businesses, nonprofits, and local government agencies to establish partnerships that would help us reach new community members and help expand our project. Partners helped us develop our programming by hosting off-site classes and workshops as well as assisting with recruiting and training community members to work at 18 Reasons. Through our off-site events, we were able to employ community members to teach classes and workshops at partners’ locations. Small business partners also assisted the project by offering training and technical assistance to trainees at 18 Reasons. Partnerships were key to the success of our project, allowing us to quickly expand the reach of our programming and employ graduates of our training program.

b. Impact on Community: 3,380 people completed one of our free cooking classes in Oakland and San Francisco during the course of the project. Our free classes were hosted both at 18 Reasons and at partners’ locations, and were taught by trainees who graduated from our training program. Throughout the course of the project, we partnered with dozens of local farmers and distributors, including a new partnership with Imperfect Produce, which sources “ugly” produce from local farmers and distributes it through local businesses. We also sourced produce directly from local farmers, using an average of 100 pounds of local produce per week throughout the course of the project. We highlighted local farms whenever possible in all our programs by listing their names on menus and discussing them with participants and customers.

ii. Goal/Objective 2: Implement Café programs

a. Progress Made: We offered 54 new events at our primary location over the past six months. Events included lunch and dinner service, cooking classes, and lectures featuring local farmers. All food/cooking events featured locally-grown produce sourced either directly from local farms or through local distributors. Through this project, we were able to activate our space nearly every day from 9am to 11pm. We reorganized our programming structure to incorporate the activities of this project within our existing space, increasing our programmatic offerings by 25% and diversifying our programming. Over the course of the entire grant period, we trained and employed 24 low-income community members, and are currently employing 16 low-income community members through our program. 22 of our trainees/graduates went on to find long-term work in the food industry.

b. Impact on Community: 1,400 community members participated in an event. 73% of community members reported increased consumption of local fruits and vegetables and 45% reported increased confidence in their cooking skills. 38% of new participants/customers reported that “learning where my food comes

from” drew them to 18 Reasons, and 63% of individuals who had been to 18 Reasons at least five times reported that “learning where my food comes from” was something they had learned from their experiences at 18 Reasons.

- iii. Goal/Objective 3: Evaluate the success of the program
  - a. Progress Made: We collect impact data from our training program to ensure that we are teaching the necessary skills that trainees will need to work in our program. Skills include basic cooking skills, food resource management skills including menu planning, shopping, and prep, and customer service skills. 85% of participants complete the training and pass the final test/presentation. We also collected qualitative data from program participants through interviews, and identified the following areas of growth: participants gained professional skills including customer service, recipe and menu planning, working closely with teammates, and public speaking.
  - b. Impact on Community: Our new programming has benefitted the local community both by offering training and employment opportunities to low-income residents, and by increasing purchases from local farmers. The local food movement is complex, and projects like this one help to build connections between consumers, food system workers, local farmers, and distributors.

- 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, 2015). Include further explanation if necessary.
  - i. Number of direct jobs created: 24
  - ii. Number of jobs retained: 16
  - iii. Number of indirect jobs created: n/a
  - iv. Number of markets expanded: 1
  - v. Number of new markets established: n/a
  - vi. Market sales increased by \$18,580 and increased by 40%.
  - vii. Number of farmers/producers that have benefited from the project: 16
    - a. Percent Increase: 40%

- 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?

Since adding new programming, we have been able to reach a more diverse audience, including more low-income/low-access community members. Our classroom is a welcoming space for diverse community members to gather and participate in our programming, and throughout the day our space welcomes a diverse array of individuals and programs. All of our materials are available in English and Spanish, and 60% of our customers and class participants speak Spanish as their first language. We have also partnered with other businesses investing in low-income communities and communities of color, for example, Red Bay Coffee, which is 100% owned and operated by people of color, and hires from within the low-income communities it serves.

- 4. Discuss your community partnerships.
  - i. Who are your community partners? Our partners include other nonprofits; local government agencies including WIC and Head Start; the Oakland and San Francisco

Unified School Districts; and local chefs and food entrepreneurs, in particular food businesses with a focus on employing low-income community members.

- ii. How have they contributed to the overall results of the LFPP project? Community partners are truly the key to everything we do. They help us identify community members for our training and employment program, and they help us expand our class and workshop offerings.
  - iii. How will they continue to contribute to your project's future activities, beyond the performance period of this LFPP grant? Through our community partners, we have built a sustainable base for our program to continue beyond the grant period. We have developed close partnerships with dozens of community organizations, farmers, chefs, and food businesses that have benefited both 18 Reasons and our partners, and we plan to continue these partnerships into the future.
5. Did you use contractors to conduct the work? If so, how did their work contribute to the results of the LFPP project? No.
6. Have you publicized any results yet? We are planning to publicize results of our data collection through our newsletter and annual report. Our newsletter reaches approximately 12,000 subscribers.
- i. If yes, how did you publicize the results?
  - ii. To whom did you publicize the results?
  - iii. How many stakeholders (i.e. people, entities) did you reach?
- \*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? Through surveys given at the end of our training, and through in-person interviews with selected individuals. We also ask all our trainees to complete a written interview questionnaire.
  - ii. What feedback was relayed (specific comments)? We conducted interviews with several of our program participants. Here is some of their feedback:

Our program aim to reduce fear and increase enjoyment in the kitchen:

"I'm not afraid to follow recipes anymore. Before, when I saw ingredients and directions, I felt like oh I'm gonna mess up, I'm not going to be able to do it. Now, I feel confident to follow recipes. I know mistakes are okay and you can also switch ingredients."

Healthy food is the foundation of a healthy life:

“Healthy healthy healthy you gotta stay healthy because congestive heart failure runs in my family, along with high blood pressure and diabetes. I want to be around for my kids a little longer than my mother was for us or longer than my sister was for her kids. They both died at a young age, in their 40s, so we are trying to beat the odds.”

Eating together, and cooking together, creates strong connections:

“I really enjoy cooking for somebody and watching them eat it. Not only do I like cooking, but I like it a lot, and I like to see people enjoying what I've made.”

“I have some friends I like to get together with, and as we're talking and chit chatting and stuff, we're preparing the food, because that's one of the things that being at 18 Reasons had me thinking about. You're in the kitchen and you're talking and socializing while you're eating anyway, so why not everybody just help prepare something?”

#### 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? Yes.
  - a. If yes, how much was generated and how was it used to further the objectives of the award? \$18,580. Income from the project helped us achieve Objective 2. Our overall goal with this project was to be able to sustain the project beyond the grant term, and as project income increases we are confident that we will be able to continue the work we started during the grant period. Project income also provides cash flow on a daily basis, which helps us achieve financial stability.

#### 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).

We made significant changes to our project over the last year, and in the end I think these changes have made it more successful. By combining our programs in one location, we are able to reach an incredibly diverse community and meet a wide variety of community needs. We have been able to support local farmers, train and employ low-income community members, and teach cooking classes to thousands of low-income adults, teens, kids, and families. Because of the changes we made to our program, I am more confident than ever that we will be able to continue our program beyond the grant period – in fact, we are already doing so!

- ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving: n/a
- 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:

Here are three pieces of advice for future grantees:

Plan, plan, plan! We benefited greatly from the expertise of community partners and individuals who helped us with everything from curriculum design to menu planning to working with farmers and distributors. I believe most LFPP grantees first receive a planning grant, which is such an incredibly valuable resource.

Find great partners. Over the past two years, we have built strong, lasting partnerships with a variety of community organizations, businesses, and individuals. Nonprofits are all stronger when we can work together to achieve our goals.

Diversify your funding. The LFPP grant, because it was a multi-year grant, helped give us a stable financial basis to launch the project, as well as time to increase and diversify other sources of funding and earned income for the project. The only way to build a sustainable program is to build a strong, diverse, and flexible funding structure.

#### 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.

We plan to continue our program at its current level, with the 12 community members who are still working with us. We hope that our program will continue to grow and thrive; our goal is to increase program income by 15% over the next three years, and to continue to diversify our funding sources.

- 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?

We hope to eventually fulfill our original goal of opening a second location for our programs, and believe we are in a much better position to do so after learning everything we have learned over the course of this grant period.