

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, 2014 – September 30, 2016
Authorized Representative Name:	Nancy Williams
Authorized Representative Phone:	402.502.1642
Authorized Representative Email:	nwilliams@nmepomaha.org
Recipient Organization Name:	No More Empty Pots
Project Title as Stated on Grant Agreement:	Promoting local foods through aggregation, distribution and value-added products to support economic resilience in urban and rural communities of northeastern Nebraska and southwestern Iowa
Grant Agreement Number: <i>(e.g. 14-LFPPX-XX-XXXX)</i>	14-LFPPX-NE-0114
Year Grant was Awarded:	2014
Project City/State:	Omaha, NE
Total Awarded Budget:	\$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: Certified access for regional producers to package, label, and store produce and meat appropriately

a. Progress Made:

1. NMEP held several user oriented collaborative design process meetings:
 - a. Engaged in conversations with growers, producers, food focused entrepreneurs as potential food hub users at office, farmers markets, community events, on-farm events
 - b. Reviewed with county supervisor for food and drink and health department inspectors to advise on construction and usage plans
 - c. Consulted with experts at restaurant supply stores & culinary schools
 - d. Met with architects, engineers and designers on the project to determine best plans and options to achieve usage and energy goals
 - e. Hosted monthly meetings with diverse community kitchen advisory committee members for feedback on each step of the process and decisions for physical and programmatic hub development
 - f. Collaborated with community groups on needs and targeted areas
2. Hosted small group gatherings to unveil updated architectural drawings, get feedback from potential funders and community at large, and tour buildings undergoing adaptive reuse in order to visualize the food hub
3. Revised and executed resource development plans with potential funding opportunities, contacts, due dates and possible funding amounts
4. Updated supporting materials and documents (case statement, pro forma, analysis of potential customer survey data, proposals, pitch deck, etc.) as details on budget, timeline, partners and programs are updated
5. Secured building permits from city planners and county health department
6. Reviewed processing and aggregation spaces from coast to coast to determine most viable options, including potential costs and benefits
7. Developed shared use licensed commercial kitchens to support local foods distribution and value added products

b. Impact on Community:

1. Community investment in 100 year old buildings to transform into a multimillion dollar neighborhood food hub;
2. Investment in regional community and local foods infrastructure from individuals, corporations, foundations and philanthropists
3. Recirculating local dollars into businesses and employment for residents; SNAP dollars supported 1.2 multiplier effect
4. Increased access to healthy affordable local food, education and training, employment and business opportunities
5. Expanded local foods community supported agriculture distribution
6. Increased number of people accessing local food
7. Increased sales from local farmers; CSA sales doubled

- 8. Greater awareness of the availability local foods
 - 9. Exposure of intergenerational audiences to nutrition education, preparation and consumption of local foods
 - 10. Cultivate opportunities for immigrants/refuges to provide culturally sensitive foods for consumption and business development
- ii. Goal/Objective 2: Systematic logistics established to coordinate receiving, processing and distribution services.

a. Progress Made:

- 1. NMEP engaged in conversations with regional local foods delivery services, food rescue organizations and a local foods investment group to find potential partners and confirm gaps in service delivery plus community need
- 2. NMEP developed an operations and delivery agreement with a local foods exchange/community supported agriculture (CSA) that operates a 1,500 share CSA to neighborhoods and a regional grocery store chain
 - a. In 2015 implemented a new process for pickup and delivery for efficiency and effectiveness in reaching clients.
 - b. In 2016 the process was refined further for route efficiency, including maps and customer information sheets, and post-harvest handling of food.
- 3. Developed partnership with driver safety startup to pilot technology and service in delivery vehicle to support driver awareness and safety, improve fleet efficiency, and evaluate for possible incorporation into service offerings for food hub logistics partners

b. Impact on Community:

The design resulted in greater efficiency, faster pickup and delivery to distribution sites, route documentation for planning and best practices, better quality produce, improved customer satisfaction, improved working relationships with site coordinators, less fuel, less wear/tear on the truck, less time in the truck delivering food, and more time with clients.

If evaluation of the driver safety application demonstrates enhanced driver safety and improved fleet operations, it could result in a customized offering of pricing and features for nonprofits and food focused businesses that use fleets locally, statewide and nationally.

- iii. Goal/Objective 3: Continuation of NMEP's strong outreach initiatives to incorporate local community members, regional growers, and collective impact participant organizations in creating a robust, regional food-based economy through this grant program.

a. Progress Made:

- 1. Established a partnership with Wells Fargo to mentor and guide food focused entrepreneurs; hosted an inaugural Entrepreneurship Invitational
 - a. Wells Fargo provided access to tools and mentoring. In addition donated \$10,000 that covered invitational program costs and cash awards.
 - b. 65 completed surveys demonstrating interest in renting kitchen and sharing equipment and business development needs
 - c. 30 growers and/or value-added producers attend two introduction meetings; received access to business planning tools and mentors
 - d. Diverse participants include ages 17 to 65; approximately 15% male and 85% female

- e. Eleven participants in an inaugural pitch competition with three successive rounds of Wells Fargo Green Team serving as judges
 - f. Provided feedback after each round with participant revising plans and pitches for the next round
 - g. Three finalists and highest ranked finalist received \$1500 cash award for business investment
2. Started Local Foods Meetup to further engage community and producers
 - a. Nearly 300 people have signed up as Meetup members since initial meeting in January 2016.
 - b. Diverse participants included organic growers, small scale farmers, community gardeners, community activists, planning professionals, elected officials, attorneys, chefs, neighborhood association members, small business owners, & microenterprise food focused businesses
 3. Over 40 face to face and online presentations have been delivered to local, state, regional and national audiences that included individuals, corporate groups, philanthropic foundations, community organizations, elementary to post-secondary schools, healthcare professionals, youth serving organizations, and elected officials
 - a. Local: Five garden clubs, [TEDxUNO](#) talk, Omaha Entrepreneurship Network, North Omaha Commercial Club, Kiwanis, Creighton University, University of Nebraska at Omaha, University of Nebraska Medical Center, Nebraska Methodist College, Empowerment Network, Hungry Club, Table Talk, Senator Brad Ashford's Local Foods Local Tables conference, Omaha Street School, Omaha Public Schools, District 66, UNO Sustainability Conference, UNO Service Learning, Local neighborhood AARP Chapter
 - b. State/Regional: Elders for the Earth Chautauqua Retreat, Joslyn Institute for Sustainable Communities, USDA North Central Regional Sustainable Agriculture Research and Education
 - c. National: National Women Food & Agriculture conference, National Association of the State Departments of Agriculture (NASDA), Wholesome Wave, Sustainable Agriculture and Food Systems Funders (SAFSF), Campus Kitchens Food Waste & Hunger Summit
- b. Impact on Community:
1. Because of the LFPP award to purchase equipment there was greater buy-in from individual, corporate, and foundation donors for this food hub project. The success of this project provided validation for four emerging food community projects (projected costs range from \$500,000 to \$18MM) to be completed by 2018.
 2. Provided technical assistance for food focused entrepreneurs
 - a. Four participants in pitch rounds used resulting documents to start and/or expand their businesses as well as secure financing
 - b. Developed and/or strengthened relationships with multiple organizations to provide services, training and mentoring including branding, marketing, access to capital, access to land to start or expand a food production enterprise,
 3. Provided place for intergenerational community engagement, entrepreneurship development, small business development, local foods distribution, leadership development, interdisciplinary training.

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, 2014). Include further explanation if necessary.
 - i. Number of direct jobs created: 2.5
 - ii. Number of jobs retained: 0
 - iii. Number of indirect jobs created: 1 (full-time), 3 (part-time)
 - iv. Number of markets expanded: CSA expansion to 16 delivery sites
 - v. Number of new markets established: 0
 - vi. Market sales increased by over \$37,000 and increased by over 200%.
 - vii. Number of farmers/producers that have benefited from the project: 80
 - a. Percent Increase: 60

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?

Because of space and programs at the food hub, we expanded food distribution and reclamation. A partnership with Wholesome Wave and the USDA FINI (Food Insecurity Nutrition Incentive) has spurred increased CSA (Community Supported Agriculture) enrollment. Expansion of the CSA to Lakin Human Services Campus in southwest Iowa resulted in more local food distribution. NMEP is exploring a partnership with Health Centers of Nebraska to connect patients receiving produce prescriptions with our CSA program. The health center partnership will expand distribution to more local delivery sites and up to six rural communities in Nebraska. The food hub provides a place to process reclaimed and excess produce by the truckloads and divert food from the landfill.

The local Wells Fargo Green Team partnered with NMEP to provide coaching and mentoring to entrepreneurs renting the shared use commercial kitchen to prepare them to successfully run their businesses. Funding from Wells Fargo provided access to startup capital for entrepreneurs in a four month, successive rounds pitch competition.

We reached new populations through referrals from micro-lenders to provide business plan development and coaching to small food-focused entrepreneurs expanded our customer base. Services include guidance in understanding financial statements, production costs, pricing and profits, market analysis, sourcing goods, and distributing and marketing products.

We also reached new populations by connecting to refugee and immigrant populations seeking access to land, capital and other resources to develop culturally competent food production spaces and value-added products for the community.

4. Discuss your community partnerships.
 - i. Who are your community partners?

Our community partners include: Wells Fargo, Tomato Tomato, Nebraska Urban Indian Health Coalition, MAPA: Heartland 2050, Heartland Family Service, District 66, Omaha Public Schools, Douglas County Health Department, Employment First, Fontenelle Elementary, Holy Name Housing, Nebraska Food Cooperative, Nebraska State Recycling Association, Nebraska Sustainable Agriculture Society, Omaha Public Library, Omaha Street School, UNO College of Business, University of Nebraska at Omaha Student Collaborative, USDA Resource Conservation Service, Wholesome Wave, Saving Grace Perishable Food Rescue, Urban League of Nebraska, Douglas County Corrections Work Release Program, Heartland Workforce Solutions, Benson Plant Rescue/Community Food Rescue, Omaha

- Public Schools, University of Nebraska Medical Center, City of Omaha Parks & Recreation, Frost Media Group, Surreal Media Lab, Mulhall's, DriveSpotter, United Way of the Midlands, Visiting Nurses Association Cooking Matters, Senator Brad Ashford's Office
- ii. How have they contributed to the overall results of the LFPP project?
Wells Fargo provided coaching, mentoring, technical assistance, and cash award to food focused entrepreneurs. Tomato Tomato purchased and aggregated produce from local growers in northeast Nebraska and southwest Iowa and distributed the produce to residents in food desert areas. Nebraska Urban Indian Health Coalition provided space and funding for produce distribution and demonstration to lower income and Native American program participants. Omaha Housing Authority provided space and connection to residents for produce distribution to lower income seniors. Nebraska Food Cooperative provided distribution points and promotion for local foods and the growers. Nebraska State Recycling Association provided a grant for a refrigerated truck and suggestions for collaborations for reclaiming food. Nebraska Sustainable Agriculture Society partnered to host a collaborative event, "Fabric of Local Foods", to bring awareness to the growing impact of local foods and the potential for more local foods production and processing featuring growers and chefs. District 66 engaged in conversation and tours to educate their district food service team about local foods, the role of food hubs and collaborative opportunities to bring more local foods to students. Douglas County Corrections Work Release program, Employment First, Heartland Workforce Solutions, Urban League of Nebraska and United Way of the Midlands engaged in conversations, shared resources, and confirmed opportunities for participants to engage in the culinary workforce program. Wholesome Wave provided matching funding for local produce distribution and promotion. Mulhall's provided promotion and support of the project. Omaha Public Library provided local foods demonstration and distribution opportunities in lower income neighborhoods. MAPA: Heartland 2050 convened meetings of local foods stakeholders and incorporated local foods into the regional planning initiatives. VNA Cooking Matters doubled cooking demonstrations. Ashford: [Local Food for Local Tables conference](#)
- iii. How will they continue to contribute to your project's future activities, beyond the performance period of this LFPP grant?
Wells Fargo has committed to supporting emerging food focused entrepreneurs through the entrepreneurship invitational annually. Tomato Tomato has committed to purchasing from local farmers throughout northeast Nebraska and southwest Iowa and providing CSA bundling opportunities for value-added products from the food hub. Employment First will provide screened participants for the culinary workforce training program. Urban League of Nebraska will provide support for and screened participants in the culinary workforce training program. Heartland Family Services and Holy Name Housing will provide space for new immigrants to grow organic produce to be sold at neighborhood farmers markets and processed in the food hub kitchen. Saving Grace Perishable Food Rescue will provide reclaimed produce and prepared foods for value-added products and meals distributed to community groups and created by participants in the culinary workforce training program. DriveSpotter will provide driver monitoring, driving safety assessments and logistics recommendations. Frost Media Group and Surreal Media Lab will capture and share project stories. Omaha Housing Authority will provide distribution space and demonstration opportunities for lower income and senior residents to get access to local foods and value-added products. VNA Cooking Matters will provide cooking demos.

5. Did you use contractors to conduct the work? If so, how did their work contribute to the results of the LFPP project?

Since the inception of the project, six different contractors have engaged in the project. In the past year, two contractors became full-time employees and one contractor was hired to support startup operations, curriculum development, and food hub hiring processes.

6. Have you publicized any results yet?*

- i. If yes, how did you publicize the results?

We shared the ceremony with the public and highlighted the food hub activities. Here is the link to the article: http://www.omaha.com/columnists/grace/grace-nonprofit-is-cooking-up-a-big-spread-for-florence/article_14f38f98-f067-5246-ab94-e9330c026867.html

We have also presented the food hub model and activities at several local and state meetings and conferences focused on local foods, community engagement, economic development, and entrepreneurship. We engaged farmers, food focused entrepreneurs, real estate developers, financial institutions, and community stakeholders on tours. We have also conducted tours for local, state, and national farmer groups, elected officials, philanthropic groups, educational institutions, and community developers.

In reports and community updates, we shared progress and highlights through social media, newsletters, handouts, community events, and neighborhood announcements.

Two television news reports were produced ([NMEP Media Mentions](#)):

- 1) Omaha nonprofit organization makes fresh food more accessible
UPDATED 6:19 PM CDT May 18, 2016 | By [Melissa Fry](#) | KETV |
OMAHA, Neb. —For some families, access to fresh and healthy food isn't convenient. "We actually are both wanting to do more organic (foods) for the family and get more vegetables in there," Rachael Wilson said.

[\[Video: Omaha nonprofit organization makes fresh food more accessible\]](#)

The Wilson family has eight members and doesn't live near a grocery store. They have a hard time finding fresh, locally grown organic produce. "So this is a blessing in disguise — this program," Damien Wilson said. [READ MORE](#)

- 2) [Nonprofit helping bring fresh fruit, veggies to North Omaha](#)
Updated: APRIL 14, 2016 1:42 AM | By John Chapman / WOWT News
OMAHA, Neb. (WOWT) — There are areas in the northern part of Omaha that are desperate for places that provide fresh fruit, vegetables and other healthy foods. Experts say these things are essential for healthier living and better learning in children. [WATCH VIDEO](#)

- ii. To whom did you publicize the results?

We publicized the results to the public, farmers, entrepreneurs, startup communities, regional community development stakeholder groups:

- Women in Food and Agriculture Network (WFAN) Tour
- Nebraska SARE annual meeting

- Elders of the Earth conference
- Local Foods, Local Tables conference
- NASDA tour
- Sustainable Agriculture and Food Systems Funders (SAFSF)
- Empowerment Network monthly meeting
- Churches, civic organizations, philanthropists, elected officials, garden clubs,

- iii. How many stakeholders (i.e. people, entities) did you reach?
 - a. We have reached over 2,500 individuals in person.
 - b. We have reached over 100,000 in print and visual media.

*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?
 - i. If so, how did you collect the information? Participant comments and feedback from announcements, tours, surveys, conversation, interviews
 - ii. What feedback was relayed (specific comments)?
 - a. Quote from Ali: I have been so grateful to participate in the business plan pitch process and it has provided me with good experience presenting and fine tuning our business plan. The pitch competition has been at both an optimal time and a challenging time in our process as a small business. We appreciate your support of our business and so many other small businesses!
 - b. Quote from Velma: Thank you so much! I could not have done this without you. I have learned so much. This experience has helped me grow my business with confidence.
 - c. Remarks from Nina: Learned how to do a pitch; good practice speaking in front of a panel; was motivated to look deeper into becoming a national brand
 - d. Quote from Myra: It was getting harder to buy the food we needed. We couldn't find the fresh vegetables that we wanted near our home so we had to drive to go get it. With only one vehicle and the long distance we didn't eat fresh food as much as we needed. Now with delivery right at our door, this is a life saver. We have lost weight, more energy, take less medicine and our meals are healthier and taste better because the food is so fresh!
 - e. Remarks from Paul: Great networking opportunity!

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?
 - a. No, the project did not generate income.
 - b. 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.

- a. Collaboration is key to a community project of this scale. Be sure to have several stakeholders at the table. Assess the strengths of stakeholders to ensure you have good representation of diverse resources needed. Be courageous when necessary to make changes as soon as you know. Have a process in place to help determine when project is on track and how to pivot if not.
 - b. Policies, guidelines, codes; doing something that has not been done before has benefits and drawbacks; consistent code requirements for space and processes; one of the biggest complaints from small food focused entrepreneurs for the past seven years has been the inconsistency of requirements for production and sales from one inspector to the next; experienced those issues during development of this project; inspector agreed upon guidelines for operations in the commercial kitchens provides a framework and common set of practices for each producer/entrepreneur; guidelines and operations shared with expanded community
 - c. We worked with the equipment consultant to reconfigure the cooler and freezer storage that resulted in a more efficient design and greater square footage of actual refrigeration space.
 - d. Be prepared for delays and changes in configuring space for equipment, equipment delivery and installation in project schedule
- ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:
The project cost more and took longer than originally planned and expected. The goals and outcomes were achieved but it took a year longer to get there. Make sure you understand the scope of the problem and your proposed solution. Be realistic. Use the most conservative assumptions then roll back about 15%. Even if your team has years of experience it is difficult to be exact so allow room to discover and find better solutions in the process. We were reminded of the value of viewing programs and models within and across target areas for information and best practices; reaching out and encouraging conversation.
- 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:
In the administration of the project, it is really helpful to have a strong project team. You must have a plan, some type of roadmap as a guide but you have to be ready to pivot as needed to keep the project moving. You will have unexpected changes in staffing, in programs, in partnerships and collaborations, in clients and providers. Stay focused on the outcomes. Refer to your logic model and original proposal. Make sure that the project is in small enough chunks to work through it without losing track of what is going on. As soon as you see an issue address it; more often than not, it does not work itself out. You have to be proactive in finding solutions and getting everyone on board with the changes.

It has been said several times and I will repeat here. It will always cost more and take more time to complete than you expect. So be prepared to make adjustments as necessary for planning and budgeting to finish the project.

The tone and culture of your working environment will spill over to how you work with collaborators, program participants, and those you serve in any capacity. Be sure that you spend the time you need on the people part of the project team.

Start early in gathering information for reports so that you are not scrambling to submit the reports on time. Be familiar with what is requested on the forms and ask questions if you don't understand. It is much easier to compile a report with incremental updates and notes than to try to gather and recall three months of interactions, notes, and data in a couple of days.

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.

This project represents the foundation and Phase 1 of the Collaborative Community Centered Food Hub. The Food Hub is a food aggregation, entrepreneurship and training hub that connects multiple sectors of the food system. The hub generates revenue, provides training, creates jobs, and provides affordable access to healthy local foods.

Each component of the food hub is rooted in proven models and supports a sustainable system. Phase 1 models include: DC Central Kitchen (www.dccentralkitchen.org; Washington, DC over 20 years) and LA Kitchen (www.lakitchen.org); LaCocina (www.lacocinasf.org; San Francisco, CA for since 2005) and Union Kitchen (www.unionkitchendc.com). Phase 2 includes a community café is based on the model by Hot Bread Kitchen (www.hotbreadkitchen.org; New York City, NY since 2007), with elements incorporated from Union Kitchen, that provides retail sales and market research opportunities for small scale food entrepreneurs (primarily low income, immigrant women and men) who enroll in the kitchen incubator program. The rooftop garden is based on the model by Uncommon Ground (<http://www.uncommonground.com/pages/green/40.php>; Chicago, IL since 2007) to provide urban agriculture education and food production opportunities. The kid's kitchen is based on success of five years of serving youth through nutrition education classes, decades of youth development, STEM instruction, and pilot programs. Any one component could be successful on its own but the *sympiosis* of the interdependent system enables a greater, more sustainable impact.

In the first five years, No More Empty Pots expects to generate enough income from the activities in the food hub to support at least 90% of food hub expenses. As well as having created at least 10 new jobs, graduated 75 trainees, incubated five new businesses, generated \$1.7M in revenue, and paid nearly \$1.3M in wages and benefits. These projections are based on local market surveys, market data and research over the past five years.

- 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 have begun planning and fundraising for Phase 2 of the food hub. Expected completion date is September 2017. Milestones include securing permits and funding, collaborating with partners, developing a community advisory team, engaging intergenerational stakeholders, expanding marketing, exploring co-branding opportunities, hiring staff, selecting training participants, and starting operations.