

**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>	November 2016 – March 2017
<b>Authorized Representative Name:</b>	Kate Sams
<b>Authorized Representative Phone:</b>	(503)282-4245
<b>Authorized Representative Email:</b>	kate@zengerfarm.org
<b>Recipient Organization Name:</b>	Friends of Zenger Farm
<b>Project Title as Stated on Grant Agreement:</b>	Supporting Southeast Portland Food Entrepreneurs
<b>Grant Agreement Number:</b> <i>(e.g. 14-LFPPX-XX-XXXX)</i>	#14-LFPPX-OR-0145
<b>Year Grant was Awarded:</b>	2014
<b>Project City/State:</b>	Portland, Oregon
<b>Total Awarded Budget:</b>	\$99,966

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: Build the capacity of existing and new micro-entrepreneurs from Southeast Portland to develop successful food ventures.
    - a. Progress Made: In October 2014, pilot sessions of the Micro Enterprise Training Program were implemented, with Zenger Farm presenting a draft module focusing on utilizing local ingredients. The program provides training around finances, marketing, businesses planning, permitting and regulations, as well as offering specific feedback on participants’ products and processes. Portland Mercado of Hacienda CDC opened in April of 2015 and the Urban Grange at Zenger Farm opened in June of 2015. Both have been supporting SE Portland Food Businesses since. These Businesses include:
      - Bella Mercato, the Chef in Residence at the Urban Grange
      - 11 community Chefs have attended trainings and delivered 29 workshops and 40 demonstrations in SE Portland
      - 6 catering and wholesale businesses we’re in operation during the grant project at Zenger Farm
      - 19 full-time businesses are in operation now at the Portland Mercado (which have produced 114 new jobs), and an additional 150 businesses have been supported with other services
    - b. Impact on Community: The programs and businesses launched through the project have had a tremendous impact on the community. The Portland Mercado has become a neighborhood anchor, seeing on average 580 customers a day throughout its two years of operation. Community Chefs have taught 4,338 people about traditional food preparation techniques. Approximately 4 full-time and 16 part-time jobs have been created and more than 80% of participating businesses identify as non-white. The Portland Mercado has produced 48 full time jobs, and 61 part-time jobs. Fernando Rodriguez, Owner of Fernando’s Alegria (one of the eight Outdoor Food Carts currently in operation at Portland Mercado) said “Whatever Hacienda CDC tried to create at Portland Mercado by bringing diverse people together, they have done it. My employees are from Argentina, Mexico, Venezuela and Chile, and the Latino community is coming together as Portlanders. I’m the little business incubator inside the big one.”
  - ii. Goal/Objective 2: Connect micro entrepreneurs with farmers and producers to effectively use local and regional produce and ingredients
    - a. Progress Made: Hacienda CDC hosted a Localize Your Ingredients seminar at the Portland Mercado in February 2016, where 8 farms and 12 food businesses attended. A directory of local farms interested in providing to food businesses was informally shared with businesses. Due to this and the partnership with Hacienda CDC, informal connections between businesses at Portland Mercado and Zenger Farm developed, with a few purchasing

produce from the farm. Zenger Farm also supported a community dinner held at the TEAM Event Center in November of 2016 by connecting them with local farms and allowing them to utilize the Urban Grange Kitchen.

In addition, the catering and wholesale businesses that work out of the Urban Grange kitchen have sourced their produce and products from more than 11 local/regional farms or producers.

- b. Impact on Community: These relationships continue to grow and develop, increasing purchases from local producers. While Zenger Farm is not collecting sales data from other farms, the farm has sold several hundred dollars of its own produce to participating businesses.

iii. Goal/Objective 3: Expand the market for products grown or processed by residents of Southeast Portland

- a. Progress Made: Since this project started, both the Urban Grange at Zenger Farm and Hacienda CDC's Portland Mercado have opened their doors and increased the support for local food businesses in Southeast Portland. Specifically, the Portland Mercado hosts over 19 businesses representing various Latin American foods, services, and products. Hacienda CDC has hosted over 46 events for local businesses, including farm products, from April – October 2016, totaling 7 access to market opportunities. They also hosted a very large Taste of Latin America event for local businesses, bringing a total of 8 direct sales/access to market opportunities. 25 businesses sold at the monthly markets 24 sold at the large event. That is a sum of 49 businesses that accessed new market opportunities.

Zenger Farm has provided various marketing opportunities for their Community Chefs and catering and wholesale businesses. Community Chefs share their contact information at community demonstrations such as the Lents International Farmers Market, the annual Jade International Night Market (over 300 people attend), and at workshops. Many chefs have received interest in catering opportunities. For all chefs, this is their first time managing a catering business. Events and meetings at Zenger Farm are solely catered by Community Chefs or the other catering businesses that use the Urban Grange. During these events the chefs have an opportunity to share their contact information with participants. Also, during the 2016 holiday Zenger Farm offered free marketing to boost their exposure. One catering company provided content for the promotion and benefited with new clients, as well as additional promotion in Portland Monthly Magazine.

- b. Impact on Community: Hacienda's monthly markets provided most of the businesses their first opportunity to sell their product(s) to costumers. Many appreciated the extra support they received (advising, etc.) and the opportunity to give feedback and share ideas about how to make those events more successful. They also enjoyed the networking opportunity. Zenger Farm Chef in Residence, Bella Mercato, has developed and expanded her business to serve two farmers markets in Southeast Portland in the summer of 2017 and is in the process of hiring two additional part-time staff. Three of the Community Chefs have developed catering businesses that continue to grow and expand.

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, October 1, 2014). Include further explanation if necessary.
  - i. Number of direct jobs created: 124
  - ii. Number of jobs retained: 124
  - iii. Number of indirect jobs created: 60
  - iv. Number of markets expanded: 1 (expanded the market for products produced in Southeast Portland)
  - v. Number of new markets established: n/a
  - vi. Market sales increased by \$n/a and increased by n/a%.
  - vii. Number of farmers/producers that have benefited from the project: Conservatively 11 farmers/producers have benefited from this project
    - a. Percent Increase: unable to say at this time.

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?  
 The use of the Urban Grange as both a commissary kitchen and community event space has connected Zenger Farm with many new participants, including underserved populations and certified Emerging Small Businesses. The Community Chef program has provided a platform for connecting with recent immigrant families, as many of the Chefs are recent immigrants. The Chefs have shared that this opportunity has helped them both economically and nutritionally and created a strong sense of community amongst the Community Chefs and the staff at Zenger Farm.

Hacienda CDC's Micro Mercantes Kitchen at the Portland Mercado had 44 start-up businesses growing their enterprise in the community space in its first year. The kitchen has a mission to serve low-income people of color, particularly women and Latinos. 85% of businesses identified as women operated, Latino or people of color, while 70% reported income at 80% or below the median family income. A continued partnership with the Food Innovation Center allows for culinary training twice monthly, complimenting other micro-enterprise work under the shared name of the Micro Mercantes, which also offers 1-on-1 advising, referrals, access to capital and trainings in Spanish and English. The kitchen has generated over \$90,000 in program income to support our growing business development program. The current rate at \$15.00 an hour for most renters is designed to achieve our mission to help businesses with barriers succeed. In addition, The Portland Mercado has held 40 cultural events, throughout its first year. Four of the main quarterly events had an average of 3,000 visitors per event come to celebrate Latin American culture and heritage. Over 30 unique artists and performers, and more than 30 small-scale temporary vendors, increased their exposure and economic opportunity by performing or selling here throughout the year. The Mercado plans to continue to create a vibrant international Latino market that welcomes diversity, arts and culture, and will continue to work with vendors from over 20 countries including Mexico, El Salvador, Venezuela, Cuba, Guatemala, Argentina, Puerto Rico, Haiti, Nicaragua, Colombia, and more.

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

Hacienda CDC is a core partner on this project and contributed significantly to its success. The project team has also been meeting regularly with representatives from the Oregon State University Food Innovation Center as well as other kitchen incubator representatives.

During a portion of the project, Zenger Farm supported the TEAM Event Center, a minority-owned business in the neighborhood through use of the kitchen and connections with local food purveyors. Zenger Farm also acted as fiscal sponsor for Lents Grown, an emerging neighborhood business association. Current membership is 66% food based business.

- ii. How have they contributed to the overall results of the LFPP project?  
Hacienda CDC opened the Portland Mercado in April 2015, creating a venue for the development of 114 new jobs. In addition, their micro enterprise training program and provide 1:1 mentoring for businesses. All services are targeted toward Latino/a businesses and are conducted in Spanish and English.

Other community partners are sharing activities through their networks and directly accessing the program resources, such as use of the kitchen, and purchasing from local farmers and food vendors.

- iii. How will they continue to contribute to your project's future activities, beyond the performance period of this LFPP grant?  
Hacienda will continue to be a major role in this project. Its dream of developing the first Latino public market in Portland was and is a response to wealth disparities in our region and the strong community desire to have a center for commerce based on Latino heritage. Its opening was a grassroots community-driven effort, including planning workshops, surveys, interviews and hours or researching similar markets around the country. The results confirmed a strong potential and need for a Latino public market place, which was opened in April of 2015. They will continue to offer sessions of the Micro Enterprise Training Program and provide ongoing mentorship to the new food businesses that have developed.  
Zenger Farm will continue to grow and develop the Community Chef program and support the catering and wholesale businesses that currently utilizing the Urban Grange. In addition, Zenger Farm will continue to host a "Chef in Residence" who will utilize the commercial kitchen to incubate their business and provide support to Zenger Farm programs.

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

The project team has worked with the following contractors:

- Hacienda CDC
- Asian Pacific American Network of Oregon
- Nicholas Macdonald Photography and Another Look
- Translation/Interpretation support
- Marketing Support

Hacienda CDC is a core partner on this project and contributed significantly to the success of the project. The project team has also been meeting regularly with representatives from the Oregon State University Food Innovation Center as well as other kitchen incubator representatives.

The Asian Pacific American Network of Oregon supported the project through the annual Jade International Night Market (over 300 people attend) event. Community Chefs showcased their culinary skills and shared their business contact information.

Nicholas Macdonald Photography and Another Look contributed to the advertising and showcasing of the Community Chefs.

Through Zenger Farm's Facebook page, we published advertisements for Community Chefs demonstrations, workshops to increase attendance. We also promoted Urban Grange vendors during the holiday season.

6. Have you publicized any results yet?\*

We've shared with the public the Urban Grange opening at Zenger Farm and our plan to incubate food businesses.

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

We sent out a press release to local media and the following outlets picked up the story.

<http://www.capitalpress.com/Oregon/20150623/portlands-zenger-farm-bridges-urban-rural-divide>

Reach: 30,069 monthly circulation range

<http://portlandtribune.com/pt/9-news/265611-138264-oasis-opens-in-east-portland-food-desert>

Reach: 20,000 readers

<http://www.bizjournals.com/portland/blog/real-estate-daily/2015/07/zenger-farm-retires-its-creaky-farmhouse-for-a.html?ana=fbk>

Reach: 228,806 Monthly Unique Visitors with an average of 6.69 unique page views

[http://www.oregonlive.com/business/index.ssf/2015/07/zenger\\_farm\\_opens\\_grange\\_build.html#incart\\_river](http://www.oregonlive.com/business/index.ssf/2015/07/zenger_farm_opens_grange_build.html#incart_river)

Reach: 50 million per month.

We also promoted vendors and Community Chefs via social media (Facebook)

Bella Mercato Promotion: 7,616 reached – specifically mentioned business incubation

Paula Hernandez/Hoedown Promotion: 2,261 –mentioned the Community Chef program broadly

Dega Bhuttari and Josselyn Eby/Jade Market Promotion: 4,137 –mentioned the Community Chef program broadly

In addition, via our email platform we promoted the following:

Community Chef Promotion: 6,031 – noted that the Community Chefs are available for catering

ii. To whom did you publicize the results?  
See above.

iii. How many stakeholders (i.e. people, entities) did you reach?  
See above.

\*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?

Zenger Farm remained in constant communication with catering and wholesale businesses and Community Chefs throughout the project period. In addition, all businesses were asked to complete a survey about their experience.

i. If so, how did you collect the information?

Catering and wholesale businesses annually renew their contract with their Zenger Farm. They review their experience during this process. Also, after the award period, each business was asked to complete a survey. Community Chefs provide staff with feedback via surveys during training sessions as well as in person after workshops and demonstrations.

ii. What feedback was relayed (specific comments)?

Q. What positive experiences have you had as a vendor in the Urban Grange?

“Having a flat rate for use of the kitchen has allowed me to more easily track expenses and profit. Many kitchens make businesses like mine pay by the hour. I would not be able to make any profit in a system like, right now it’s hard enough to squeeze 3% profit.”

“The staff are beyond belief to assist with all our needs! The opportunities for assistance in everything from working at Zenger Farm for Kitchen use hours as well as the community contacts we would not have had....to marketing assistance”

Q. What negative experiences have you had as a vendor in the Grange Kitchen?

“Not one negative. We wouldn’t even be in these early stages of our business if NOT for Zenger Farm.”

“The kitchen needs a full-time manager that only oversees it’s use. Without that and all the different folks who use it, I find that I have to clean it before I use it”

Q. What things would you like to change or try within the Community Chef Program?

“Training on how to price things in order to make a profit”

A community chef shared...“I always wanted to share my cooking techniques with my friends, family and kids because I believe that eating at home is way healthier and way

better than dining out or grabbing fast foods. I enjoy sharing the foods I grew up eating in the Philippines, such as Pinakbet (mixed vegetable stew), winter squash chowder, curry and tofu with black soy beans. Leading cooking workshops and demonstrations is a great way to share my cooking skills and feel like I make a difference in my community. I believe the program motivate kids and adults to participate and share different cultures' cooking techniques and ideas.”

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?  
The microenterprise training by Hacienda CDC includes a small fee for participants. The revenue, roughly \$600 was invested back into the program to cover program costs. Similarly, Zenger Farm kitchen rental and space rental generate fees which totaled \$2,074 reinvested back into the program.

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).  
Partnering with Hacienda CDC was a meaningful component of this project, as our shared aspirations to support Southeast Portland residents launch food related businesses helped to ensure that our goals/outcomes were achievable. We underestimated the impact of trying to partner with another organization while opening a new building and launching new programming. Finding time to connect and steward the relationship with Hacienda CDC was challenging. Both organizations experienced changes in staffing which lead to delays.

Zenger Farm during the project period realized that running a food business incubation out of the Urban Grange takes more resources in staffing then what's feasible for a non-profit of our size. The Urban Grange will continue to be available to businesses that are currently using it and will be used by Community Chefs as a test bed for their own catering businesses as needed.

- 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:

Zenger Farm is a working urban educational farm. We host thousands of children and families each year for educational programs, many of which utilize the Urban Grange kitchen. We underestimated the amount of programming in the kitchen, which limited

the available time for commercial vendors.

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.

Zenger Farm will continue to focus its work on the Community Chef and Chef in Residence program. These two programs were seen by Zenger Farms board and staff to have been the most impactful and mission aligned. We hope to increase the Community Chef cohort by two additional chefs annually and maintain a Chef in Residence for many years to come.

- 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?

At this time we do not have any recommendations for future activities or next steps for additional research to advance the project goals.