

**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 29, 2017
Authorized Representative Name:	William Kelly
Authorized Representative Phone:	605-642-6371
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Recipient Organization Name:	Black Hills State University
Project Title as Stated on Grant Agreement:	Spearfish Local: Making Local Accessible
Grant Agreement Number: <i>(e.g. 14-LFPPX-XX-XXXX)</i>	15LFPPSD0071
Year Grant was Awarded:	2015
Project City/State:	Spearfish, SD
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: _____

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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. **Goal/Objective 1: Establish Spearfish Local Food Hub to facilitate agreements and food delivery to large-quantity customers.**
 - a. Progress Made: The Black Hills Food Hub was established November 2015. The project scope expanded from a 50 mile radius of Spearfish to the greater Black Hills area after discussions with producers, thus the name change to the Black Hills Food Hub. Cobblestone Science met with area producers and large cafeterias to determine the food resource and potential market for the 2016 and 2017 growing seasons. Weekly sales and deliveries began at the start of the growing season in May 2016 and agreements continued through the entire grant period.
 - b. Impact on Community: We serve producers and cafeterias throughout the entire Black Hills region of South Dakota.
 - ii. **Goal/Objective 2: Establish agreements with at least 3 cafeterias in the first year, 5 by the end of the grant period**
 - a. Progress Made: The Black Hills Food Hub has agreements with 2 area cafeterias: Regional Health hospital and Carver's Cafe at Xanterra Parks & Resorts at Mt. Rushmore National Memorial. Because of the unanticipated large size of both cafeterias we have agreements with, the amount of food both cafeterias are willing to purchase created a demand higher than our producers were able to fulfill. For this reason, the Black Hills Food Hub did not actively seek a third cafeteria agreement for food distribution. The Food Hub added A'viands (Black Hills State University's dining contractor) at the end of the grant period and have continued to work with this service since. We also send our weekly produce list to two additional cafeterias who have shown interest, but have not yet purchased, Rushmore Civic Center and Black Hills Surgical Hospital.
 - b. Impact on Community: Previously, Regional Health and A'viands did not purchase any Black Hills-sourced food for its cafeterias. Carver's Café at Mt. Rushmore purchased from 1 Black Hills area producer before this grant started. All now have easy access to 18 farms each week.
 - iii. **Goal/Objective 3: Establish agreements with at least 6 local producers**
 - a. Progress Made: Agreements are established with 18 local producers.
 - b. Impact on Community: We have added a new market for 18 participating Black Hills area producers.
 - iv. **Goal/Objective 4: Increase revenue and markets for local enterprises**
 - a. Progress Made: Created a new market for cafeteria sales for area producers.
 - b. Impact on Community: \$63,191.92 in producer sales in this new market during the grant period.
2. Quantify the overall impact of the project on the intended beneficiaries, if applicable, from the baseline date. Include further explanation if necessary.

- i. Number of direct jobs created: : Our contractor, Cobblestone Science has added 3 part-time positions: one Food Hub Manager at about 15 hours/week, one person working 5-hours/week on produce pick-up and delivery and one person at 4-hours/week for invoicing. Black Hills Works hired 2 people to manage their greenhouse, a decision that they made because they could sell through the Black Hills Food Hub. Best Day Farms opened and created three new jobs to sell hydroponic produce through the food hub.
 - ii. Number of jobs retained: 0
 - iii. Number of indirect jobs created: 4 indirect jobs were created to construct greenhouses in Spearfish, Hermosa, and Custer to extend the growing season for sales to the Black Hills Food Hub. Although they will sell to other markets, the greenhouses were primarily constructed to support the need for more year-round produce for the Black Hills Food Hub.
 - iv. Number of markets expanded: 1 – Carver’s Café at Mt. Rushmore opened up to additional area producers
 - v. Number of new markets established: 2 – Regional Hospital and A’viands opened up to local producers.
 - vi. Market sales increased by \$63,191.92 and increased by 100%.
 - vii. Number of farmers/producers that have benefited from the project: 18
 - a. Percent Increase: 100%
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?
 Regional Hospital serves people of all incomes and ethnic backgrounds. Regional Health’s cafeteria uses our local produce in their salad bar, which is open to patients and their families and hospital staff. The hospital staff has a large ethnic population with meat-specific dietary restrictions. Regional’s cafeteria also prepares the meals that go directly to patient rooms, some of which have featured local food.
 Carver Café at Mt. Rushmore serves tourists from all over the world. Local food is an important piece of sustainable tourism.
 A’viands at Black Hills State University is exposing college students to local produce.
4. Discuss your community partnerships.
- i. Who are your community partners?
 The launch of the food hub has sparked interest in many community partners including South Dakota Specialty Producers Association and Dakota Rural Action. Our other community partners include the cafeterias signed on to the program (Regional Health, Xanterra at Mt. Rushmore, and A’viands) and the producers participating in the program.
 - ii. How have they contributed to the overall results of the LFPP project?
 Our producers and cafeteria partners have been instrumental in the success of this program. Their participation moved us to expand our reach beyond our initial 50-mile radius of Spearfish, SD and into the entire Black Hills region. Through the Specialty Producers Association, the food hub has contributed quarterly updates via their newsletter to all the local food growers and organizations in the state of South Dakota. One of our producer partners is Black Hills Works, a program working to achieve a life of full potential for adults with developmental disabilities. The people who Black Hills

Works serves grow greenhouse produce for the food hub and assist with some of the delivery work. A new partner, the Black Hills Local Food Alliance, was created to foster communication between organizations.

- iii. How will they continue to contribute to your project's future activities, beyond the performance period of this LFPP grant?
SD Specialty Producers Association, Dakota Rural Action, and SDSU Extension organize a South Dakota Local Food Conference each year. The Black Hills Food Hub was a sponsor of fall 2016's event and took advantage of the increased communication and idea sharing that the conference provides. The SD Local Foods Conference will be held in Spearfish in November 2017, the home location of the Black Hills Food Hub. The Food Hub will provide a session on lessons learned to growers and consumers.

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

Cobblestone Science conducted all producer and cafeteria interviews and signed contracts with two large scale cafeterias, filed paperwork for National Park Service approval of each producer in order to sell produce to the Carver Café, and performed coordination, delivery, and invoicing of weekly produce sales.

- 6. Have you publicized any results yet?*

- i. If yes, how did you publicize the results? A Facebook account was created for the Black Hills Food Hub, hosting vignettes on producers participating in the Food Hub and details and pictures of the produce delivered and meals prepared by Regional Hospital. The Chef at Regional Hospital often posts images prepared with local food delivered by the Black Hills Food Hub.

A feature on the Food Hub was released in the Spearfish Chamber of Commerce's annual magazine.

We distributed press releases and have been featured in local papers, two interviews on South Dakota Public Radio, and a local television interview.

Cobblestone Science has submitted articles each quarter for the SD Specialty Producers newsletter.

Black Hills State University published a conference poster and case study to the Association for the Advancement of Sustainability in Higher Education. BHSU won a Campus Sustainability Award in 2017 for the Black Hills Food Hub program.

- ii. To whom did you publicize the results?

The Facebook page has 228 "likes", largely women ages 25-64 living in western South Dakota.

The Spearfish Chamber of Commerce publication reaches a wide variety of business including several restaurants and the food industry.

- 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).

Facebook insights show 22,259 total daily reach over the grant period.

The Chamber of Commerce publication reaches over 400 local business owners and their employees.

The SD Specialty Producers Association has a newsletter list of over 150 members. AASHE has 842 business and university members. Local newspapers, radio, and television news has a varied audience in the thousands.

7. Have you collected any feedback from your community and additional stakeholders about your work?
 - i. If so, how did you collect the information?

Feedback was provided informally each week from the cafeterias and producers. In December 2016 and March 2017, we held meetings for everyone involved to develop plans before the next growing season. The cafeteria managers let the producers know what they are currently buying and what they would like the source locally. Producers discussed the delivery and pick-up schedule.
 - ii. What feedback was relayed (specific comments)?

We have been given positive feedback from both the producers and cafeterias. The chefs have been enthusiastic about the quality of produce we've been able to provide. There were a few cases when produce that did not meet expectations. In those cases, we worked with the individual producer to improve the issue. Some producers have let us know that they choose to sell their food direct to customer over a third party like the food hub. We respect their business model. Since the food hub does not charge a membership fee or listing fee, the food hub serves an additional resource for those producers when they have extra product. A mission of the food hub is to encourage new producers and support the ones already in business so we took this into account when designing the fees past the grant period. The fees we've designed past the grant period are only applied as a percentage of sale.

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. 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).

The planning process revealed several needs in order to expand the production and use of local food in our region.

The loud voice from area farmers is that the region needs more producers and that they don't see additional farmers as competition. The farmers we spoke with know that they are stronger in numbers. We took this into account in the food hub concept. One farmer may not have enough consistent produce for a large-scale cafeteria's weekly needs. However, collectively it can be done. As new producers come to the area, more markets will be opened and the Food Hub can access more cafeterias.

Cafeteria managers taught us the fast-paced, low-margin structure of their work. With a passion for the culinary arts, most cafeteria chefs would love to use high quality and

local ingredients. However, the price, time, and coordination required to work with many local farmers makes this unrealistic. The food hub tackles these issues by creating a system as close to a large food distribution company as possible with one contact for ordering and delivering and one invoice.

In order to have the best results with our cafeteria clients in this first year, the Food Hub limited the number of cafeterias involved in the project. Cafeterias require a large volume of food and dividing the available produce by too many customers would thin our resources.

Finally, food safety is most important. All of our producers meet the food safety standards required by our cafeteria clients and correctly label their products.

One of the main lessons learned is the time it takes to ramp up operations. We will need to significantly ramp up sales of produce in order to pay the needed staff time and transportation expenses of the food hub. There is a large demand from area cafeterias and restaurants, but farming doesn't happen overnight, so the period of ramping up operations to meet the demand is significant. This will be the hurdle we will need to meet in the coming years.

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

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:

We learned that expectations and agreements need to take place amongst all parties early on in the process. We need to set a clear expectation of what the food hub requirements are for the producers and, in turn, provide expectations from the food hub of what we will be expected to provide to both the producers and cafeterias. We learned from another regional food hub that it is possible to begin a food hub without expensive investment in storage space or supplies. Our major expense is coordination time and transportation. We deliver straight from farm to cafeteria and don't require storage. This strategy not only requires less up-front material investment, but also greatly reduces food safety liabilities.

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.

The first two years of success of the Black Hills Food Hub enabled Black Hills State University to continue the program past the USDA LFPP grant period. Investment from the University paired with a fee on sales are paying for a part-time food hub coordinator and part-time (about 4hrs/week) food hub delivery person. The food hub has added a new weekly restaurant customer, three more prospective buyers, and four new producers since the grant end date. The grant period enabled us to build trust between the cafeterias and producers and establish a weekly routine which is now giving us the

structure to begin to grow. Our goal is to have income match expenses within three 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?

Investment in sustainable greenhouse systems would help producers in cold climates meet wintertime consumer demands without greatly increasing their heating costs.

Economic studies that show the impact of money spent on local food would be useful in promoting local food's value to decision makers. In Spearfish, we are losing valuable farming land to housing developments. The value and taxes of the land in Spearfish's irrigated valley are too high to support agricultural use. Our disappearing agricultural resource is not unique to Spearfish.