

**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 LFPP staff 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>	October 1, 2015 – September 30, 2016
Authorized Representative Name:	Jamie Sexton
Authorized Representative Phone:	808-675-6572
Authorized Representative Email:	jamiesexton@gmail.com
Recipient Organization Name:	Holoholo General Store LLC.
Project Title as Stated on Grant Agreement:	Leveraging success to build Oahu's first sustainable food hub for increased connection between producers and market
Grant Agreement Number: <i>(e.g. 14-LFPPX-XX-XXXX)</i>	14-LFPP-HI-0050
Year Grant was Awarded:	2014
Project City/State:	Honolulu, HI
Total Awarded Budget:	\$99,165

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: Increase Post-harvest refrigeration capacity
 - a. Progress Made: CSA and Food Hub operations moved to Haleiwa in April 2016. Multiple producers are now able to make deliveries directly to Food Hub on North Shore, rather than HGS limited to driving around to pick-up produce.
 - b. Impact on Community: By increasing cold-storage capacity, HGS helped to create new markets for increased production, sale, and distribution of local produce by Holoholo Farm and partner farms. We are also working with other North Shore farmers to identify cold storage needs and currently share resources with another local Food Hub. Another farmer will begin sharing cold storage space in January 2017.
 - ii. Goal/Objective 2: Establish a food hub distribution system, including the opening of a North Shore community farmstand
 - a. Progress Made: We opened The Red Barn Farmstand, a community farmstand developed in partnership with Twin Bridge Farms. Interior retail fixtures and a POS system were installed to support local produce and value-add products. The Red Barn Farmstand opened for business on September 22, 2016.
 - b. Impact on Community: Local residents, visitors, restaurants, and CSA customers have more options and opportunities to have aggregated and locally produced food from multiple small farms with the option of delivery. With the addition of the Red Barn Farmstand, we have daily opportunities to educate local residents and visitors about local food and producers while increasing HGS wholesale and retail sales of local produce. Red Barn Farmstand has made new relationships with North Shore farmers, and highlight their seasonal products to sell to residents and visitors to Hawaii (a new customer base for HGS).
 - iii. Goal/Objective 3: Establish a reliable delivery infrastructure to expand distribution
 - a. Progress Made: A new ceiling mount cooler unit was installed in the commercial vehicle and is operational.
 - b. Impact on Community: This new truck cooler allows HGS to comply with commercial Food Safety standards required by select retailers to further expand its distribution system to restaurants, other retailers, and institutions. This impacts the community because more local food from more local farms is available in new markets, and farmers have more demand for their food.
 - iv. Goal/Objective 4: Scale-up CSA business to 400 subscribers
 - a. Progress Made: 1 new school drop-site was added during this period and the Red Barn Farmstand became a new permanent drop-site.
 - b. Impact on Community: Local producers will experience greater demand and support for local produce and a new market to sell their products. More schools, local families, and non-residents have greater access to healthy food on the North Shore.
 - v. Goal/Objective 5: Source and Secure new farmers

- a. Progress Made: Since relocating operations to the North Shore, HGS has established new relationships with 4 North Shore farmers to add their product to the CSA and also sell through the Farmstand.
 - b. Impact on Community: Identifying new farmers will help the CSA, Farmstand, and producers' viability and Oahu's first sustainable food hub. New farmers also will help increase local food production and the availability of product to consumers.
- 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: 4
 - ii. Number of jobs retained: 3
 - iii. Number of indirect jobs created: 3
 - iv. Number of markets expanded: 6
 - v. Number of new markets established: 6
 - vi. Market sales increased by \$8325 and increased by 174% (average per month).
 - vii. Number of farmers/producers that have benefited from the project: 44
 - a. Percent Increase: 120%
- 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?

We partnered with Holoholo Farm to offer multiple healthy food demonstration and farm visits to 4 elementary schools in the Spring of 2016. In the summer, we hosted 100 kids from the YMCA camp for a food demonstration and farm visit. This was a fun and interactive way to teach students about where food comes from and how to prepare healthy delicious snacks. The Red Barn Farmstand opened in late September 2016, and has provided a new market for producers to sell through produce to residents of the North Shore community as well as many visitors to Hawaii. The Farmstand is a permanent CSA drop-site and a new place for residents of the North Shore to access fresh local products. The Farmstand has introduced hundreds of visitors to Hawaii to local produce and ample opportunities to educate them about local producers.

- 4. Discuss your community partnerships.
 - i. Who are your community partners?
 - ii. How have they contributed to the overall results of the LFPP project?
 - iii. How will they continue to contribute to your project's future activities, beyond the performance period of this LFPP grant?

Hawaii Investment Ready (HIR) – is a social enterprise with a focus on mentoring Hawaii entrepreneurs and non-profits with tools to scale their business and connect them with a network of support. As a selected participant in this two-year program, HGS is strengthening its long-term viability and sustainability, and its role as a leader in the local food community. Through our participation in the HIR program, HGS was able to access low-interest, non-traditional capital to open the Red Barn Farmstand.

Twin Bridge Farms (TB) – Twin Bridge is a conventional farmer with over 300 acres of land on the North Shore of Oahu. We have worked with them for 3 years and helped to market and sell their produce through the CSA. In September 2016, we partnered to open Red Barn Farmstand

together to offer farm fresh local produce, specialty items, and grab-and-go food to the community.

Agribusiness Incubator Program (AIP) – AIP is a program affiliated with the University of Hawaii at Manoa, which “helps people who produce, use, or promote agriculture in Hawaii to start, grow, and improve their bottom line”. HGS was fortunate to have AIP as a sounding board during the development and implementation of the LFPP project. HGS continues to receive mentoring to help grow and make HGS more financially viable.

Kamehameha Schools (KS) – KS is the largest land-holder and private endowment aimed at providing education for Native Hawaiian students in the state of Hawaii. They have contributed to results we have already achieved by partnering with HGS to co-promote the CSA to selected KS Campuses/offices, which has directly resulted in new subscribers and an increase in sales. KS is a key community partner and strong advocate for HGS in the community.

Ke Alii Pauahi Foundation (KAPF) – The non-profit foundation arm for KS, KAPF supports the KS mission to increase food production and consumption in Hawaii. KAPF has provided marketing opportunities to HGS through media engagements on TV, radio, and print. KAPF provides resources and a vast network of community partners in support of the HGS team. Their office is also a drop-site for the HGS CSA.

Kaiser Permanente (KP) – KP is the 2nd largest health provider in the state and co-promotes Holoholo General Store CSA to corporate members in order to encourage convenient access to healthy foods in the workplace.

local schools – Twenty-eight private and public schools have joined with HGS to support local agriculture, healthy eating habits, and each individual school’s Green Fundraiser (5% of school’s sales go back to the school). Schools make up 60% of HGS sales and have contributed to the 24% sales increase since the start of the project. They will continue to play a vital role in supporting local farms and the viability of HGS.

Kokua Foundation (KF) – KF is a non-profit organization founded by musician, Jack Johnson and his wife, Kim Johnson, to provide education to students about environmental sustainability, school gardens, and healthy nutrition. This partnership has given Holoholo General Store opportunities to engage with the community through healthy food demonstrations at new schools all around Oahu. HGS will continue to partner with KF to advocate for health-focused interactions with schools/students in the community.

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

HGS is using a contractor to develop marketing materials to increase our social media presence for the CSA and the Red Barn Farmstand. Her work helps to raise awareness and mobilize community support for HGS, our mission, and project objectives.

6. Have you publicized any results yet?*

No, results have not been publicized.

- 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?

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

Yes, feedback was collected through a questionnaire to our CSA customers and new farmers. We surveyed customers about their CSA experience and asked for suggestions for improvement. The feedback we repeatedly received from customers was that they did not know what to do/cook with the produce, and the leftovers went to waste. HGS CSA provided recipes to accompany each CSA delivery. There is more that could be done to encourage CSA support. Future suggestions would be to provide more outreach/education to subscribers to include cooking demonstrations at drop-sites, and provide opportunities to connect and share with other subscribers in person (at the Farmstand) or at drop-sites. HGS does not have the human bandwidth to provide these extra services at this time, but the education piece is vital to long-term subscriber loyalty.

ii. What feedback was relayed (specific comments)?

Impact:

1) "The Holoholo CSA and red barn farmstand have impacted our business in many positive ways. Our sales have increased due to access to these new markets. The csa basket has been a very efficient way for us to increase the amount of people who can access our avocados. Our primary markets the prior year were mostly restaurants and although this is still an important part of our business model, we feel our products have a higher value to consumers through the CSA baskets. Our business is very concerned with increasing and supplying local demand for organic food and both the CSA and Farmstand allow us to do this more efficiently."

2) "The CSA helps us get our produce out to the community."

Suggestions/Comments for Improvement:

1) "My only suggestion to the farmstand or CSA would be to increase signage and information about products and how they were grown. Transparency for this business I feel is very important to differentiate it from other markets. With many farms of different sizes and styles of growing supplying produce, I feel it's very important to convey as much of this information as possible to consumer. I would like to see a map with location, information on growing methods(if pesticides or herbicides are used), size and description of farm, harvest date, and description and variety of produce."

2) "I hope to work with the Farmstand to host farm tours, provide education, and provide a venue for farm-to-table events."

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. They should draw on 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).

HGS has learned many lessons during the course of its USDA LFPP grant project. Here are a few:

Set realistic goals and know there will be setbacks. Things inevitably took longer than we anticipated for various reasons that were often out of our control. The HGS team focused attention on the parts of the project we were able to move forward, on the tangible objectives, such as working on outreach efforts (food demonstrations at offices and schools) and expanding new markets (drop-sites). For instance, getting our cold-storage in place took an entire year due to prolonged shipping (living on an island), missing equipment parts, re-shipping, installation, scheduling delays, etc.) HGS had to be creative while we waited for the other pieces to fall into place. Luckily, we had strong relationships with farmers who helped us out while we waited for our infrastructure to get into place. We learned resilience and collaboration can get you through the challenging times, and to expect those challenges to come along every step of the way.

Identify mentors and utilize their expertise. HGS was fortunate to have the guidance and support of Hawaii Investment Ready (HIR) and Agribusiness Incubator Program (AIP) through the duration of our LFPP project. It is easy to get lost in the day-to-day operations of the aggregation and distribution of local food, and the details of the LFPP project. It is important to take the time to step back and analyze what is working and what is not, and make adjustments. Having mentors gave HGS diverse perspectives and experiences that helped us make better business decisions. Without mentors, we would not have been awarded an LFPP grant or access to non-traditional capital that has helped HGS grow our business.

Be open to opportunity. HGS was fortunate to have a strong base CSA population to keep us financially viable as we slowly ventured into (small) commercial deliveries. When the opportunity to open the Farmstand was presented to HGS, it seemed like a major detour from the LFPP project and objectives. However, we realized that the opportunity to open the Farmstand was right in line with LFPP project objectives and only enhanced our project outcomes. The opportunity helped HGS diversify its revenue streams and strengthened our ability to be more responsive to farms. HGS and producers now have more options when it comes to the selling and distribution of products – we can move them through the CSA, the food hub (commercial accounts), or sell them to a wider consumer base (local and non-residents) through the Farmstand.

Don't wait until the last minute to submit your LFPP application! If you have never applied for a USDA grant before, it is a multi-step process that can be complicated. We had a close call ourselves and have friends in farming who lost out on LFPP grant capital because they realized when they went to submit the application that they had missed a step. Give yourself time!

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

We met all of our goals with the exception of reaching our goal of 400 CSA subscribers. Subscriptions are not static and you have to plan for them to regularly increase and decrease. With limited personnel working to manage the CSA, the USDA LFPP project, and plan for the opening of the Red Barn Farmstand, CSA sales flattened. HGS consistently sought and created new accounts to make up for the subscriber cancellations, but it was not enough to accelerate the growth we had anticipated.

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 it is important to work together. We learned that there are a lot of people in the community, including farmers and businesses that share the common goal of increasing food production/security. It is easy to focus on your own enterprise and goals, but working in the local food system requires collective thinking and collaboration. Work on forming partnerships that will help advance the collective goals of the local food community.

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.

HGS anticipates the creation of 4 part-time and 3 full-time jobs between the CSA and farmstand operations. Sales in the Farmstand are tracking to double HGS 2016 sales revenues and produce purchased from local farms by the end of 2017. The Farmstand has created a unique opportunity and locale, to highlight and promote commerce for local producers/products, including value-add products, to local residents and non-residents alike. The Farmstand hosted its first agri-tourism event featuring locally grown sunflowers where visitors were able to tour the sunflower field, receive education, take pictures, and purchase flowers and local products. This event marked the best day of sales at the Farmstand to date. HGS plans to host many more agricultural events at the Farmstand to promote farm commerce and education in the community. The Farmstand is a unique venue to host future farm-related events, markets, U-picks, and classes. So far, the Farmstand has received positive feedback from the North Shore community as a place to gather, and buy fresh, competitively priced, local produce and goods. HGS will work hard to continue to promote and grow its customer base for the CSA and the Farmstand. The Farmstand's location is also ideal as drop-site for North Shore producers. A few farms have begun deliveries directly to the Farmstand, and we plan to be able to expand our diverse offerings as a one-stop shop for chefs looking to procure North Shore products. HGS and the Red Barn Farmstand is eternally grateful for the vision and values of HGS farm partner, Twin Bridge Farms, who decided to build the Farmstand for the community and the North Shore's many producers. We are also thankful Twin Bridge entrusted HGS to create our own vision for the Red Barn and run with it. We feel very grateful to the USDA LFPP grant for giving HGS the opportunity to scale our business by implementing our project on Oahu. We are committed to do our part to promote education and community, and increase our capacity to sell and distribute the beautiful bounty of product grown by our many local producers. With the help of the USDA LFPP grant, HGS has been able to increase our sales revenue by 174% in two 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?

More lessons learned: Oahu is made up of densely populated Honolulu and pockets of farmland to the East, West, and North. HGS is one of several Food Hubs and local food businesses trying to make an impact to increase food security in Hawaii. What HGS learned is that there is ample room for more collaboration in food distribution on the island. Some food hubs are focused regionally, to the West, on the North Shore, and in “town” with duplication of a lot of farms and accounts. If there were some way to have resources available to connect the smaller hubs, it would make distribution for local producers more efficient. The system is still pretty fragmented and there is so much more that could be done to join forces to eliminate the duplication of work, and hours spent in traffic. HGS does not have the solution to this problem, but HGS would like to see more resources available to put toward coordinating with the all of the “coordinators” at a higher level. This is a significant challenge, but one that could be solved with communication, information sharing, and the sharing of resources.