

## 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>	9/30/2014 through 9/30/2016
<b>Authorized Representative Name:</b>	Peter Skillern
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<b>Recipient Organization Name:</b>	Reinvestment Partners
<b>Project Title as Stated on Grant Agreement:</b>	Bull City Cool Food Hub
<b>Grant Agreement Number:</b> <i>(e.g. 14-LFPPX-XX-XXXX)</i>	14-LFPPX-NC-0109
<b>Year Grant was Awarded:</b>	2014
<b>Project City/State:</b>	Durham, NC
<b>Total Awarded Budget:</b>	\$100,000

LFPP staff may contact you to follow up for long-term success stories. Who may we contact?

Same Authorized Representative listed above (check if applicable).

Different individual: Name: \_\_\_\_\_; Email: \_\_\_\_\_; Phone: \_\_\_\_\_

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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: Assist local farmers to provide produce to GAP standards**

- a. **Progress Made:** Bull City Cool hosted five workshops covering the topics of food safety and post-harvest handling. Presenters from the Center for Environmental Farming Systems, Carolina Farm Stewardships Association, Farmer Foodshare and FreshPoint shared their expertise and provided technical assistance on meeting GAP compliance standards.

- b. **Impact on Community:** Nine Durham County farmers have completed GAP training, and at least two of those farmers have begun the process of becoming GAP certified. The other training participants received tools and technical assistance for becoming GAP certified and hope to become certified as their businesses grow large enough to take advantage of the increased market opportunities provided by GAP certification. All participants came away with greater knowledge on implementing a food safety plan on their farm and with financial assistance resources for compliance upgrades.

- ii. **Goal/Objective 2: Equip the food hub with cold and frozen storage**

- a. **Progress Made:** A 16’ by 20’ walk-in freezer and a 16’ by 18’ walk-in cooler were purchased and installed in the Summer of 2015. These units have been rented by food businesses working with local farms needing temperature controlled storage capacity to meet the demand for local food. Additional equipment was purchased including shelving for the coolers, dry storage containers, stainless steel tables, and a pallet jack. Repairs to the cooler and freezer to keep the hub operational. USDA Rural Business Development Grant funds helped Reinvestment Partners submit and receive an additional grant to purchase a 24’ refrigerated truck with freezing capacity.

- b. **Impact on Community:** Local food aggregators operating through the hub have 24/7 access to cold and frozen storage. Eight local food aggregators and food businesses have rented the amount of space they need as they grow without having to invest in the equipment themselves. The demand for the space continues to grow. The refrigerated truck is leased by one tenant of the food hub (and subleased by others) to keep products cool during each phase of transport from the farm to the purchaser.

- iii. **Goal/Objective 3: Promote local farmers and the food hub through outreach and education efforts**

- a. **Progress Made:** Bull City Cool partnered with the Durham County Soil and Water Conservation District to complete an inventory of producers in Durham County. This survey provided an opportunity for the food hub to reach out to local farms and make them aware of our services as well as inform our outreach efforts to potential buyers. Bull City Cool published a video exploring how the food hub arose from the community’s need for more capacity to store and aggregate food. Bull City Cool created and maintains a presence on the internet

through its blog, Twitter account, and via a Google Ad Words campaign. The blog had 5,207 unique visitors and 8,240 page views. The BCC Twitter account has 224 followers, 1081 Tweets, 2096 total engagements (clicks on links and photos, likes, re-tweets), and 159477 total impressions (number of times our posts appeared in news feeds). Brochures were created and are distributed locally.

During the life of the grant, BCC hosted 8 public events at the hub that engaged local farmers, food businesses, hunger-relief nonprofits, community leaders, university administrators and local officials in conversations aimed at connecting various food actors in the community in support of both farmers and people in need of fresh food. RP hired a full-time coordinator to reach out to community partners in the region and support the local food ecosystem.

**b. Impact on Community:** Awareness of the food hub and its work has increased dramatically during the grant period. Bull City Cool applied for and received the Triangle Community Foundation's 2015 Innovation Award. Bull City Cool presented project findings at the National Good Food Network's Food Hub Gathering in Atlanta, GA. Please visit our blog ([www.BullCityCool.com](http://www.BullCityCool.com)) for more information about our media mentions and publications.

Bull City Cool has helped raise consciousness around food issues with local and regional government officials and serves as a point of connection for practitioners working to support local food production and mitigate hunger. Meetings are regularly held in and around BCC that increase visibility of the work we are doing and bolster our partnerships in the community. Over 200 farmers and community gardeners have been contacted and informed of BCC.

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:** 14 jobs across all BCC users
  - ii. **Number of jobs retained:** 14 jobs across all BCC users
  - iii. **Number of indirect jobs created:** 22
  - iv. **Number of markets expanded:** BCC expanded the capacity of tenants to more broadly reach the wholesale frozen and fresh market. Seal the Seasons has increased volume and variety of sales to natural grocers and Co-ops in North Carolina. Farmer Foodshare has expanded their customer base that serves low-income folks and food insecure families. Farmer Foodshare has also expanded the number of donation stations operating at farmers markets across the state.
  - v. **Number of new markets established:** Three major grocery chains, two large public institutions, and a direct-to-consumer multi-farm CSA.
  - vi. **Market sales increased by the following amounts across our anchor tenants, Seal the Season (StS), Farmer Foodshare (FF), Bella Bean (BB), and Relay Foods:**
    - a. **Dollar Increases:** StS-\$200,000, FF-\$150,000, BB-\$160,000, Relay-\$90,000
    - b. **Percentage Increases:** StS- 2400%, FF-27%, BB-50%, Relay-15%
  - vii. **Number of farmers/producers that have benefited from the project:** 62
    - a. **Percent Increase:** 125%

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?

Bull City Cool serves as the aggregation and distribution site for Inter-Faith Food Shuttle's Backpack Buddies program which distributes 500 bags of food per weekend during the school year to students who are food insecure. Food collected from community donors is stored at the hub until it is repackaged and sent home with students. Recipients of the Backpack Buddies program rely heavily on school meals for nutrition and the Backpack Buddies program serves to fill the gap when school is out for the weekend. Because of their access to cool storage at Bull City Cool, Inter-Faith Food Shuttle began receiving donated produce and redistributing it to food pantries.

Farmer Foodshare has established new relationships with several childcare facilities that are rated 4+ stars and have a subsidy rate of at least 60%. Additionally, approximately 65% of students enrolled in Durham County Public School receive free or reduced lunch. In April 2016, Farmer Foodshare launched a "CSA-style" program to reach low-income and ethnically diverse communities. The sites served by this program include a whole family health and wellness center, the Durham County Register of Deeds department, and a non-profit Spanish language day care.

Seal the Seasons has established a partnership with Feeding America to distribute food to low access populations beginning in the fall of 2016. They have also worked with customers such as Piggly Wiggly to make local food available in lower access portions of the state.

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?
  - The City of Durham committed \$100,000 in reimbursement for building improvement costs. RP is in ongoing conversation with the City of Durham regarding other projects to build the local and regional food system.
  - The Durham Farm Preservation Board is helping with promotion of local farmers. BCC's Food Hub Coordinator currently serves as a board member and is collaborating on projects with other board members.
  - Carolina Farm Stewards Association (CFSA) provided free technical assistance in the development of a business plan for the food-processing center. They have also committed to work with Farmer Foodshare in building its business. We frequently collaborate on several projects with CFSA in the work of building local food systems.
  - Farmer Foodshare is a collaborative partner in both the planning and implementation of the food hub. They have become BCC's anchor tenants, using most of the space in the hub and growing significantly over the life of the grant due to having access to the space. We have submitted joint grant applications for funding to the USDA, United Way and Triangle Community Foundation. Currently, BCC and FF are working together to secure a purchasing contract with the Durham County Detention Center.
  - Duke University Community Economic Development law clinic is providing free assistance in the development of legal documents and advice. We envision future collaboration with Duke University as both a purchaser of food hub products and as a collaborator on projects to build the local food system.

- Interfaith Food Shuttle is a nonprofit tenant that supports local farmers and hunger mitigation. They also operate a community garden and hoop house for agricultural training to underserved populations on our vacant land adjacent to the food hub. BCC's collaborative relationship with IFFS is ongoing.
- Seal the Seasons is a tenant of the hub processes and freezes local produce for retail sale. Through the work of BCC, RP partnered with Seal the Seasons to successfully applying for a \$20,000 USDA grant to purchase a refrigerated truck to transport raw and frozen product from field to the hub to markets.
- The Durham Public Schools has partnered with both BCC and FF in sharing best practices for navigating county-level purchasing contracts. The director of the School Nutrition Services has initiated a local food purchasing pilot through FF and is lending his expertise to replicate the project with the Durham County Detention Center.
- BCC has formed an ongoing partnership with the Center for Environmental Farming Systems (CEFS) through our food safety training workshops and outreach to institutional purchasers. CEFS published a case study on BCC and is available on the BCC blog.
- BCC worked closely with Erin White of Community Foodlabs to develop an analysis tool for Durham's food insecurity sector and to facilitate a community analysis using the tool.
- Burt's Bees contributed \$25,000 to the operating costs of Reinvestment Partners in the development and management of the Bull City Cool Food Hub.
- BCC was selected by FamilyFarmed.org in August 2016 to host two Wholesale Success trainings in North Carolina which will take place in 2017.

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

- Norm Tarbell of Net Solutions was contracted as a food safety consultant. His advice has been enormously helpful to inform basic construction design in the build-out of the food hub. He assisted in the development of food safety operations for the fresh produce warehouse.
- Rebecca Dunning, Senior Scholar of Evaluation and Research at the North Carolina State University, provided technical assistance in program design of BCC.
- Erin White of Community Food Labs provided research and technical assistance to develop a business plan for the food-processing center and assist with design. Mr. White has been invaluable in our decision-making.
- Roman Gabriel from Moonman Pictures was contracted to produce the PSA about the hub. The video can be watched here: <http://www.bullcitycool.com/locally-produced-video-promotes-local-produced-food/>
- The Durham Soil and Water Conservation District has hired three part-time consultants to implement the farmer survey and registration.
- Construction of the food hub has engaged numerous subcontractors for electric, mechanical, plumbing, carpentry, and equipment repair services.

6. Have you publicized any results yet?\*

- 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).

- Information about the food hub is shared on an ongoing basis via our blog, [www.bulldcitycool.com](http://www.bulldcitycool.com).
- We commissioned the report [Learning from Limits: Food Processing at Bull City Cool](#), exploring the process that led to our decision to steer away from processing and to limit activity in the food hub to aggregation and distribution. Results were publicized locally and nationally, through the National Good Food Network's Food Hub Community of Practice (over 100 active participants from across the country) and at the 2016 Food Hub Gathering in Atlanta, GA (over 30 people representing organizations across the country).

7. Have you collected any feedback from your community and additional stakeholders about your work?

- i. If so, how did you collect the information?
- ii. What feedback was relayed (specific comments)?

On January 28, BCC gathered agencies and practitioners to discuss issues around the food supply chain and increasing healthy food access in Durham. This session produced an initial data set and evaluation that will inform RP's strategies for partnering with community agencies on addressing hunger with local food going forward. The information was collected on a template that was developed by RP in conjunction with Community Food Labs. The input was synthesized into a document by RP.

The Triangle Community Foundation selected the project for its Innovation Award for collaboration and impact in a competition of 58 entries. Feedback from community members is very positive in the quality of the building redevelopment and program objectives.

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?

No income was generated as a result of this project.

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).
- 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:

Please find the attached report, entitled [“Learning from Limits: Food Processing at Bull City Cool”](#) for a comprehensive description of the challenges and successes encountered in the administration of this project.

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.
- 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?

Reinvestment Partners is engaged in a multi-faceted strategy to promote health, social equity, and sustainability through its work on the regional food system. We want to use the Bull City Cool Food Hub as a catalyst to provide better access to healthy, local food for low-income communities; open new markets for farmers; and advocate for policies that support the local food system. Bull City cool seeks to build capacity among partners, such as farmers, economic development officials, food-related nonprofits, and create connections among organizations working in the food system. Using the results of the January 28, 2016 meeting, we will continue to work collaboratively with our partners and tenants to improve delivery mechanisms and access for low-income families and communities.

We are in the planning stages of making local, healthy food more accessible to low-income residents through a Double Bucks program for SNAP recipients in grocery stores. In addition, as a complement to our food hub work and as part of a community stabilization effort, we are also in planning stages to create a hydroponic urban farm on the vacant lot that we own next to the food hub.

We would like to see over \$1 million worth of local food pass through the food hub, more local farms engaged in selling through BCC tenants to institutional purchasers, policies adopted at the local level to spur job growth and infrastructure development in the food sector, and increased access to fresh, healthy food for low-income families.