

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.

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| Report Date Range: | September 30, 2014 – March 31, 2016 |
| Today's Date: | April 7, 2015 |
| Authorized Representative Name: | Rebecca Baran-Rees |
| Authorized Representative Phone: | (505) 670-8741 |
| Authorized Representative Email: | mogro@santafecf.org |
| Recipient Organization Name: | Santa Fe Community Foundation |
| Project Title as Stated on Grant Agreement: | Expanding Food Access and Community Food Systems in Rural New Mexico Food Deserts |
| Grant Agreement Number: | 14-LFPPX-NM-0120 |
| Year Grant was Awarded: | 2014 |
| Project City/State: | Santa Fe, New Mexico |
| 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.

Goal/Objective 1: Expand local and regional healthy food retail and distribution in low income and low access communities. Objectives for Goal 1 include: a) Implement innovative Food Clubs in 10 communities by 2015; b) Expand purchasing from at least 5 Pueblo farmers, and 20 regional farmers by 2015; and c) Collaborate with community leaders on outreach and engagement strategies.

Progress Made: MoGro has implemented Food Clubs at ten sites in Northern New Mexico, including Santo Domingo Pueblo, Santo Domingo Health Clinic, Five Sandoval WIC office - Bernalillo, Jemez Pueblo, Jemez Springs, Cochiti Pueblo, La Familia Medical Center Southside Clinic, and La Familia Medical Center Alto Street Clinic, NDI – Albuquerque, and the Native American Community Academy – Albuquerque.

MoGro has also purchased from five Pueblo producers over the course of the project period. Smaller-scale producers (often selling in the local farmer’s markets during harvest season) have not yet coordinated to try and sell in larger quantities through MoGro, though there have been advancing plans to install hoop houses in Santo Domingo which will help to provide shared infrastructure to the community garden and local partners.

From non-native local and regional producers within a 400-mile radius of our operations, MoGro has purchased from 54 farmers ranging from New Mexico to parts of Colorado, Texas and Arizona. At the tail-end of the growing season, MoGro increased local sourcing to over 50% of all sales – with a total 18-month average of 37% of all sales sourced locally & regionally (initial project goal was for 25% of sales to be sourced locally/regionally).

MoGro has continued its commitment to close partnership and engagement with participating sites, holding monthly meetings to help improve customer retention, publicize free cooking classes, and support community wellness efforts. MoGro’s primary partner organizations include the Jemez Public Health Clinic, Santo Domingo Health Clinic, and the La Familia Medical Center, where community health workers link patients to healthy food opportunities through MoGro and monitor their progress toward improved health outcomes. Integrating the Food Club with nutrition and health education has strengthened program impacts, and highlights the added value of strong community partnerships.

Impact on Community: Over the course of the project period, MoGro has increased affordable access to local and regional foods, and increased sales for local and regional farmers/producers (total sales to local and regional producers \$31,110). Program evaluation and initial health data has been promising thus far. Of enrolled participants at La Familia Medical Center, 58% have experienced a reduction in BMI since participating in the MoGro Food Club. In initial program evaluations, 85% of participants are reporting that their children and families are eating more local fruits and vegetables and are changing the foods they cook at home. Through our operational partnerships with Skarsgard Farms, MoGro is able to lower distribution costs in order to improve accessibility for over 950 families currently enrolled.

Goal/Objective 2: Strengthen the local agricultural economy and food system of the participating communities through local procurement program with an emphasis on improving the capacity of Pueblo agricultural producers through farm-to-market training. Objectives for Goal 2 include: a) Host 4 workshops on next tier farm-to-market strategies for Pueblo farmers; b) Identify barriers for Pueblo farmers scaling up to sell to larger institutions (liability, processing resources); c) Hold annual production planning meeting to coordinate and provide purchasing structure to participating Pueblo farmers; and d) Hire local staff as positions open through increased MoGro retail.

Progress Made: Over the project period, MoGro hosted four Farmer’s Workshops, and one production event with 12 attendees. The workshops focused on a variety of requested topics from hoop house vegetable growing, to chicken egg production, but primarily involved training farmers interested in selling wholesale to MoGro, with focus on cleaning, packaging and required agricultural practices. MoGro worked with farmers largely from Santo Domingo and Jemez, though outreach was made in all participating sites to offer additional opportunities to new community partners. Through this outreach, MoGro has begun collaborating with the Northern Pueblo Housing Authority’s (NPHA) Economic Development staff, who have been working over the past two years to develop an agricultural business development plan for the three pueblos served by their agency (Picuris, Tesuque and San Ildefonso). MoGro and NPHA will continue to collaborate to help bring new farmers into production, and provide support to launch viable enterprises.

Impact on Community:

We anticipate that the impact from these meetings will be added economic activity in the Pueblos, as well as reinforcing traditional growing practices. We also have seen additional interest from other members of the farming community request information about selling requirements. From evaluation responses, farming/ranching participants also reported increasing their knowledge of wholesale opportunities (89%), and increased their understanding of good farming practices (91%). In the next phase of project development, MoGro (in partnership with the Northern Pueblo Housing Authority) will be quantifying the increase in production, sales and income to tribal growers, demonstrating a positive economic impact in the partner communities.

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
 - ii. Number of jobs retained: 2
 - iii. Number of indirect jobs created: 4 (both from support staff at partnering sites, as well as new household growers becoming professionalized).
 - iv. Number of markets expanded: 54 wholesale markets for farmers/producers
 - v. Number of new markets established: 10 new market sites
 - vi. Market Sales:

Over the course of the whole project period (September 29, 2014 – March 31, 2016) Food Club sales for local and regional goods totaled **\$31,316**. Over the

project period, Food Clubs sales of local and regional goods totaled **40%** of all Food Club Sales, representing \$31,316 out of \$78,649 in sales.

Food Club sales from the last reporting period (October 1, 2015 – March 31, 2016) were **\$50,629**, representing an increase of **913%** from the project start. Local and Regional Sales from October 2015 – March 2016 total **\$18,841**, representing a **265%** increase from the project start. See table below for more detail.

| Sales During Project Period | Sept. 2014 – Mar. 2015 | April 2015 – Sept. 2015 (Local Growing Season) | Oct. 2015 – Mar. 2016 | % Increase from Project Start | \$ Increase from Project Start |
|--|------------------------|---|-----------------------|----------------------------------|-----------------------------------|
| Total Sales (Food Club + Bulk) | \$41,973 | \$48,404 | \$56,619 | 35% | \$14,646 |
| Total Local & Regional Sales (Food Club +Bulk) | \$5,137 | \$15,813 | \$18,841 | 265% | \$13,704 |
| Food Club Sales Total | \$5,000 | \$23,020 | \$50,629 | 913% | \$45,629 |
| Food Club Sales Local & Regional Share | \$758 | \$11,717 | \$18,841 | 2386% | \$10,960 |
| Local & Regional % of Food Club Sales | 15.16% | 50.90% | 37.2% | 145% | |
| Local & Regional % of Total Sales | 12.24% | 32.67% | 33.3% | 172% | |

- i. Number of farmers/producers that have benefited from the project: 54
 - a. Percent Increase: 440% since the project start.

- 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 primary work of the proposed project was to launch and scale a pilot Food Club to ten community sites. Over the performance period, MoGro expanded its customer base by 377%, with most growth among Hispanic/Latino community members (out of the La Familia Medical Center site). Based from the success of our partnership at the medical clinic, MoGro is codifying the elements of the partnership that have helped to recruit and retain patient participation. Of primary importance has been developing a food-access program from within a high-capacity partner that has aligned wellness and nutrition goals, and capable staff to provide patient support. Patients meet with a nutritionist, and are offered the opportunity to participate in the Food Club. Learning about the importance of healthy eating during a nutritionist visit, while also given a low-cost and convenient opportunity to engage, eliminates a fundamental barrier to families who are eager to eat healthier foods. Also, supports (such as MoGro text reminders, and ongoing Facebook/social media outreach by site staff) have been important aspects of the hands-on work of retaining typically “difficult-to-reach” population groups.

- 4. Discuss your community partnerships.
 - i. Who are your community partners?
La Familia Medical Center, Santo Domingo/Kewa Pueblo (SD Health Clinic, Kewa Family Wellness Center, Santo Domingo WIC office, Santo Domingo Senior Center), NDI – NM in Albuquerque, Five Sandoval WIC Office, Jemez Pueblo (Jemez Health and Human Services), and the Native American Community Academy are the most engaged partners

currently. As of the end of the project period, MoGro is also engaging with a cohort of health advocates from the Northern Pueblos, including Santa Clara and San Ildefonso, along with the Department of Health to help implement Food Clubs to the north of Santa Fe.

ii. **How have they contributed to the overall results of the LFPP project?**

As mentioned above, site staff and Community Health Workers have coordinated with MoGro to help their patients access the Food Club (a long-time goal of our partnership since 2014), and have since enrolled 681 families. The CHWs at La Familia Medical Center in particular have truly taken ownership over their project site, and work closely with patients to ensure there is a seamless process for placing orders and making payment. As MoGro has no “storefront,” and customer support is available over the phone or at the warehouse, MoGro at the clinic offers an opportunity for patients to interface and receive answers to questions or concerns as needed.

At the Santo Domingo Health Clinic, providers are offering the Food Club to the “Healthy Heart” patients, and are working closely with those needing added nutrition and health services. In the Healthy Heart program alone, Santo Domingo has enrolled over 40 families, and over 60 more among the broader Pueblo. NDI-NM in Albuquerque also launched a Food Club site for their families and the broader public, providing programming space in their facility for cooking classes via ICAN-Bernalillo. Through this partnership, MoGro has enrolled 122 members. In Jemez Pueblo, we are working with the Jemez Public Health Clinic to launch a “MoGro Market” where patients can come to purchase boxes of produce on site. While the Jemez Public Health office had been purchasing boxes for patients, we expect more community members to start enrolling to purchase their orders separately. At Jemez, MoGro has enrolled over 109 families.

iii. **How will they continue to contribute to your project’s future activities, beyond the performance period of this LFPP grant?** All of the project partners (at La Familia Medical Center, Santo Domingo Health Clinic, NDI and Jemez Pueblo Health & Human Services) are all continuing their work and in-kind staff support to the project. Community Health Workers and Nutritionists will continue to direct patients to the Food Club, and provide on-site support for placing orders and processing EBT payments. While in the past we have been able to provide stipends to some project partners, all have committed to continuing at existing partnership levels without additional financial support. While we plan to help identify new funds to support their work on the project, the project has been woven into existing on-site programming in a way that can be currently sustained.

5. **Are you using contractors to conduct the work? If so, how did their work contribute to the results of the LFPP project?** Contractors from Skarsgard Farms are used to pack and deliver Food Club boxes, improving MoGro’s capacity to efficiently deliver local and regional foods to low income and low access communities. Through this strategic partnership, MoGro’s Food Club model is achieving increased scale and impact by sharing sourcing and distribution costs, and coordinating route and delivery strategies. Currently, in partnership with Skarsgard delivery routes to Las Cruces, NM, MoGro is exploring an extension into Southern New Mexico to reach extremely underserved communities along the corridor.

6. **Have you publicized any results yet?***

- i. **If yes, how did you publicize the results?** We have publicized program goals, challenges and successes in both the Huffington Post and GreenMoney Journal.
- ii. **To whom did you publicize the results?** Program highlights have been publicized publicly via Facebook and e-newsletters, through the publications listed above. Internally, MoGro tracks results, and shares them with the Santa Fe Community Foundation Board and Program Partners, but not the general public.
- iii. **How many stakeholders (i.e. people, entities) did you reach?** GreenMoney E-Journal reaches 25,000 – 30,000 via direct email. The Huffington Post reaches many users (unknown) via web-posting & Facebook.

***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).**

Huffington Post Article: http://www.huffingtonpost.com/entry/mobile-grocery-store-food-desert-new-mexico_us_56426320e4b050814acef74f

Green Money Article: <http://www.greenmoneyjournal.com/november-2014/mogro/>

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

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

MoGro distributed program evaluations to users, as well as held face-to-face meetings with program partners to better understand the program challenges and needs in the community.

ii. What feedback was relayed (specific comments)?

Overall, MoGro has received very positive feedback, with 95% of survey respondents reporting being “satisfied” or “very satisfied” with the program. We have also collected impact measures, where 76% of respondents report eating “more or much more fruits and vegetables,” and 85% report giving their family “more and much more fruits and vegetables.” Moreover, 80% report increasing “knowledge of fruits and vegetables” and 95% report feeling more “capable of cooking healthy foods for their family.”

Specific comments listed below:

- *I picked up my first box of MoGro organics on March 20 and was thrilled! The items were as indicated, except that I received all red peppers and not a mixture of orange and red, which, as it turns out, was great for me, because I prefer red peppers! I washed, prepped and stored all my foods yesterday evening, so they are ready for my vegan daily diet. I made a super salad with the bonus salad greens & pears, spinach, kale and chard last night, too. Delicious! This program is a genuine gift for me, as I live on a fixed income and yet also need to remain on a vegan diet for both medical and overall health reasons. I am deeply grateful to all those of you - and the hidden ones behind the scenes, for making this program possible. Again, thank you for the time and care that you put into making healthy organics available to persons like myself in our community!! I look forward to ordering another box; and, I'll be applying for SNAP as well!*

- *I am very thankful for this program. It is a blessing to get such fresh, organic produce that I can feed the little one with. Being fairly new to Santa Fe, I was thankful a friend could drive me as I don't have transportation. I look forward to further orders.*
- *Hello: I am a recent member of MoGro...I love the beauty of the veggies and the wonderful recipes.*
- *It was wonderful and very fresh. I had a special order and everything arrived just as I'd requested.*
- *Well, I'm really impressed with everything you guys/gals do: communication, delivery, quality of food....do I recycle my box? I hope everyone benefits from this idea and that it grows and grows.*
- *Excellent!! I am so pleased!! I was in a slump and bought the same things all the time. Your box allows me to try new things. Thank you thank you thank you!!*
- *I am already smiling. I liked the selection. There were items I've never had. Only problem was the oranges were a little hard but their sweetness made up for their age. I am definitely ordering again. Thank you for asking.*
- *I am truly impressed by the quality of your produce. Thanks so much!*
- *I was very impressed with the quality of the food and will tell all my friends.*
- *My first box of food was great. Everything was fresh and tasty. I just had a big salad of the fresh lettuce arugula red peppers carrots, red onions. It was delicious! Much better stuff than when I bought it from the truck last year. If you keep the quality up like this, I'll keep buying it weekly. Get healthy, I hope.*

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? Project income was recorded at \$84,639. All program income is used to cover operating costs, including food purchases, truck and travel expenses, staffing, packing materials and program supplies.

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).

Operational Efficiencies: With LFPP support, the MoGro Food Club pilot of CSA-style box deliveries has revealed a significant improvement in operational efficiency, reducing overall costs by nearly 50% as compared to the full-service grocery trailer. Beyond operational sustainability, the Food Club model is also bringing increased impact, in the number and reach of communities served, as well as the quality and types of foods procured for low-income families. MoGro has sourced nearly 40% of its produce locally & regionally, and the Food Club model has increased customer purchases of fruits and vegetables by 375% as compared to the grocery trailer model.

Integrated Food Club & Education Model with Strong Community Partnership: This Food Club model brought valuable community connectivity for sharing local food knowledge and recipes that support collective dietary and behavior changes. Linking food deliveries with health and outreach programs at each site has dramatically increased fruit and vegetable consumption, leading to improvement in family health outcomes. Specifically, MoGro utilized existing community health worker infrastructure in medical clinics to develop robust wrap around services and nutritional education for families, creating sustainable and lasting programmatic impact. After 9 months, MoGro participants have reported significant dietary and health changes.

To capture changes in health indicators, MoGro has tracked anonymized BMI data, semiannually, from patients in a clinic-based wellness program. In this participant subset, we have reached over 318 heads-of-household. Of the smaller subset with two data points so far enrolled, 58% have experienced a reduction in BMI since participating in the MoGro Food Club. Integrating the Food Club with nutrition and health education has strengthened program impacts, and highlights the added value of strong community partnerships.

Challenges in capacity support to Tribal farmers: As MoGro worked to deepen capacity development workshops with Tribal farmers, it was difficult to help support farmers in making immediate changes. Many families that are still farming continue to feel most comfortable planting what they have experience with, and are hesitant to try new practices. Moreover, the average size of most farming efforts remains small in comparison to the growing demand for local foods.

- 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:** For similar programs interested in implementing mobile CSA-style food access for low-income communities, MoGro has learned of the incredible value and cost-savings in building a mutual partnership with an existing CSA program. In a public/private partnership model, where full-paying customers can contribute to the subsidization of local foods for low-income families, MoGro has been able to share the administrative and operational costs of sourcing, packing and delivery. Also using an online web-store has brought a significant savings in time and accuracy for reporting inventory, sales, customer info, account resolution – all which helped us to remain accountable and receptive to our members.

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 project exceeded original expectations for local and regional sourcing (sourcing nearly 40% of products from local/regional producers), at a time when MoGro was undergoing a significant operational transition, aligning with a new CSA partner – Skarsgard Farms. Now fully integrated, and having successfully tested the efficiency of shared delivery and operational costs, MoGro is broadening this work to target both rural and urban areas in southern and northern New Mexico.

We have seen over 140% increase in sales since that project began, and have observed the impact of high-capacity partnerships in medical clinics and community centers, which can best support family wellness by keeping families on track with their dietary goals, and increasing consumption of local and regional foods. The MoGro Food Champions provided critical outreach and marketing to families needing extra hands-on support to place orders, and learn how to use food in new ways. Now to take this success to other clinics, we are engaging the largest medical provider in the State, as we build more food access programs on-site within the infrastructure of medical centers.

Of great importance has been the lesson that “access” alone is not sufficient to truly enable lasting and sustainable change. For many of our partner sites, we committed to supporting nutrition education and cooking classes to supplement the impact of local food access. Therefore, in this proposed project, MoGro will be developing pre-packaged recipe kits for families, to truly scale nutrition and cooking instruction for all MoGro participants – bringing it directly into people’s homes. Highlighting local and regional foods, complete with step-by-step instructions and photography to engage families in fun, easy and healthy cooking, Recipe Kits will provide an immediate benefit for families looking for extra support to prepare healthy foods at home.

From the workshops held for tribal farmers, intensive business management support was identified as a critical barrier to growth and market development. Therefore, Northern Pueblo Housing Authority’s Economic Development Department is partnering to provide tailored business support to emerging farmers and ranchers, as well as promoting a regional plan that will help launch nine new agricultural enterprises.

MoGro has already hired one additional staff member since closing the grant period, and anticipates broadening the network of volunteer MoGro Champions who will spearhead outreach efforts across a larger geography of partner sites.

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?

From lessons learned, MoGro will be advancing the project in three important ways:

- a) Expand the reach and impact of the Food Club through medical clinic partners across Northern and Southern New Mexico, thus increasing food access and revenues to local/regional producers;
- b) In addition to cooking classes, develop low-cost, affordable Recipe Kits highlighting local and regional foods to increase the skill level and knowledge required for preparing more fresh foods at home;

- c) Provide intensive business training to native agricultural producers in order to support a regional economic plan and boost the capacity of tribal farmers and ranchers.

As MoGro continues to identify new demand opportunities serving low-income and low-access communities, a potential challenge could be networking enough local and regional farmers to support this new consumer base. Therefore, additional research to address local food resources across northern and southern New Mexico would help bring greater awareness about opportunities for shared-use infrastructure, as well as highlighting potential coordination of growing/production for larger supply needs.