

**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>	April 1, 2017 to September 30, 2017
<b>Authorized Representative Name:</b>	Todd M Erling
<b>Authorized Representative Phone:</b>	518-432-5360 x 301
<b>Authorized Representative Email:</b>	<a href="mailto:terling@hvadc.org">terling@hvadc.org</a>
<b>Recipient Organization Name:</b>	Hudson Valley AgriBusiness Development Corp
<b>Project Title as Stated on Grant Agreement:</b>	Technical Assistance for Good Food Busin
<b>Grant Agreement Number:</b> <i>(e.g. 14-LFPPX-XX-XXXX)</i>	15-LFPP-NY-0025
<b>Year Grant was Awarded:</b>	2015
<b>Project City/State:</b>	Hudson, NY
<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: \_\_\_\_\_

According to the Paperwork Reduction Act of 1995, an agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a valid OMB control number. The valid OMB control number for this information collection is 0581-0287. The time required to complete this information collection is estimated to average 4 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. The U.S. Department of Agriculture (USDA) prohibits discrimination in all its programs and activities on the basis of race, color, national origin, age, disability, and where applicable sex, marital status, or familial status, parental status religion, sexual orientation, genetic information, political beliefs, reprisal, or because all or part of an individual's income is derived from any public assistance program (not all prohibited bases apply to all programs). Persons with disabilities who require alternative means for communication of program information (Braille, large print, audiotape, etc.) should contact USDA's TARGET Center at (202) 720-2600 (voice and TDD). To file a complaint of discrimination, write USDA, Director, Office of Civil Rights, 1400 Independence Avenue, SW, Washington, DC 20250-9410 or call (800) 795-3272 (voice) or (202) 720-6382 (TDD). USDA is an equal opportunity provider and employer.

1. State the goals/objectives of your project as outlined in the grant narrative and/or approved by LFPP staff. If the goals/objectives from the narrative have changed from the grant narrative, please highlight those changes (e.g. “new objective”, “new contact”, “new consultant”, etc.). You may add additional goals/objectives if necessary. For each item below, qualitatively discuss the progress made and indicate the impact on the community, if any.

- i. **Goal/Objective 1: Assist 12 local food business enterprises/suppliers**

- a. **Progress Made:** HVADC has selected nine businesses to participate in the program. We have completed all six classes on the following topics: Farm & Food Business Legal Structures, Business Planning, Business Financial & Management, Marketing, and Accessing Capital – Part 1 & Accessing Capital – Part 2. The education sessions were followed by the scheduled six Peer to Peer Sounding Board sessions.

We held an industry networking event centered on selected themes identified through the classes and peer to peer sessions that were most applicable to the nine businesses. These included inviting professionals involved in tourism, catering and events, local food sales and regional distribution.

We held a second industry networking event at the Hudson Valley Restaurant where peer businesses showcased their product to an audience of restaurant owners, chefs and press at the Half Moon restaurant in Westchester County.

- b. **Impact on Community:** Several peers developed sales relationships with each other and with restaurants and distributors as a result of the networking events.

- ii. **Goal/Objective 2: Increase sales for existing business by 15%**

- a. **Progress Made:** We have collected data from all the peers for the 2015, 2016 and 2017 through October. We then projected sales through the end of 2017 assuming the average monthly sales remained the same for November and December. The table below shows the sales for these time periods:

<u>Total Sales (\$)</u>			
<u>2015</u>	<u>2016</u>	<u>Thru Oct 2017</u>	<u>Projected 2017</u>
17,410,868	22,012,656	18,504,589	22,205,507

Collectively, the peers experienced a 26.4% increase between 2015 and 2016 and a projected 27.5% increase for the period 2015-2017. This has exceeded our goal of 15%.

- b. **Impact on Community:** The increase in sales and new sales opportunities is a positive for the businesses. In some instances, this resulted in new employees or an expansion of business allowing them to produce more.

- iii. **Goal/Objective 3: Create 24 new market opportunities for participating businesses**

- a. **Progress Made:** The peers have reported 43 new market opportunities since 2015. This has exceeded our goal.

**b. Impact on Community:** The peers reported these new opportunities have resulted in an over \$1M collectively in sales. These new market opportunities also included the development of new products created by one peer utilizing another peers produce. For example, les collines created an onion confit using the onions from Minkus Farms. Other collaborations occurred as well.

**iv. Goal/Objective 4: Increase sale of local food on 50 local farms**

**a. Progress Made:** The peers have reported they have purchased product from 65 farms for the period from 10/2015 to 10/2017.

**b. Impact on Community:** These purchases total over \$3M collectively. Importantly, the peers were also able to make purchases from each other.

**v. Goal/Objective 5: Create or retain 24 jobs at participating businesses and 24 indirect jobs**

**a. Progress Made:** In 2015, the peers reported 61 full time and 98 part time employees. As of October 2017, the peers reported 86 full time and 123.5 part-time employees. This resulted in 25 additional full time jobs and 25.5 part-time. To calculate indirect jobs, we first converted part time employees to full time equivalents (FTE) using a factor of .5. This resulted in a total of 37.75 FTE. We then calculated total direct and indirect jobs using a New York State ag job multiplier of 1.73<sup>1</sup> to the FTE for a total of 65 direct and indirect jobs. We then subtracted the 37.75 FTE from the total 65 to obtain 27.6 indirect jobs.

The jobs numbers have exceeded our goals.

**b. Impact on Community:** The biggest benefit the peers has been the ability to do more management of their business and less of the day to day operations. This has helped them plan and strategize for the future.

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, 20\_\_). Include further explanation if necessary.

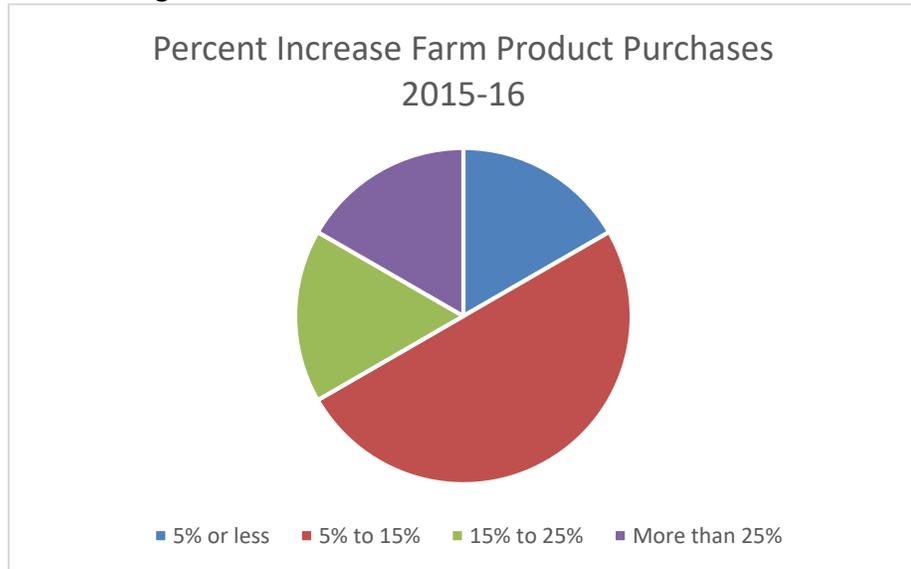
- i. Number of direct jobs created: **37.75 direct jobs.**
- ii. Number of jobs retained: **110 jobs retained**
- iii. Number of indirect jobs created: **27.6 indirect jobs**
- iv. Number of markets expanded: **23 markets expanded resulting in \$800K+ in sales.**
- v. Number of new markets established: **43 new markets resulting in sales of \$1.3M+.**
- vi. Market sales anticipated to be increased by \$500,000 and increased by 15% in the year following the program. **The program concluded in May of 2017. Sales between 2016 and 2017 are projected to increase by \$192,851. Sales between 2015 and 2016 increased by over \$4M. We anticipate that by May of 2018, the peers will achieve the \$500,000 goal.**
- vii. Number of farmers/producers that have benefited from the project: **Sixty farms benefited from direct purchases from the FFBA peers. Additional, six of the FFBA peers**

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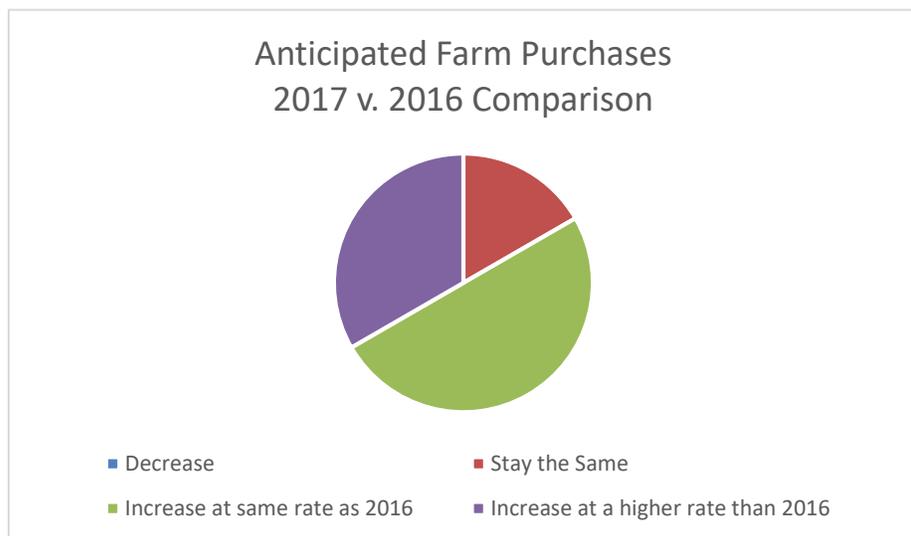
<sup>1</sup> Schmidt. T. 2014. "The Economic Contributions of Agriculture in New York State (2014)". Dyson School of Applied Economics and Management, College of Agriculture and Life Sciences, Cornell University.

were farms and other peers purchased from them making the total number of farms that benefited from the project 66.

a. Percent Increase: **Anticipated to be 25%. We surveyed the peers and obtained the following data:**



**This question was followed up as depicted below:**



**From the data we have collected to date from 5 of the 9 participants, we expect there will be an increase in purchases that range from 15% to 25% for 2017, however this report is due prior to year-end.**

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?

**Through the selection process, we have six woman owned (either wholly or partially)**

**businesses participating in the program. Additionally, we have one business that is a start-up.**

4. Discuss your community partnerships.
  - i. Who are your community partners? **HVADC has partnered The Valley Table magazine and through this relationship, HVADC was able to expose the peers to a networking event with potential sales opportunities that included over 150 chefs, restaurant owners and other businesses in the local/regional food system. We have continued our partnership with Columbia Greene Community College to host classroom events.**
  - ii. How have they contributed to the results you've already achieved? **Several of the new market opportunities for the businesses resulted from their participation in the Valley Table Kickoff event.**
  - iii. How will they contribute to future results? **The Valley Table, published quarterly, has included an article on three of the nine peers. We anticipate post completion of the FFBA program, additional articles will be developed.**

**There are two articles in this issue that focus on Fishkill Farms and les collines:**  
<https://www.valleytable.com/vt-issues/issue-78-2017>

**This issue includes an article on Raspberry Fields Granola:**  
<https://www.valleytable.com/vt-issues/issue-79-2017>

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

**Two of our consultants assisted with the selection process to determine the program participants. All of our consultants have contributed to the curriculum development process.**

**Our consultants have also worked with individual businesses as mentors depending on the need to the business. Each business received the mentoring sessions they desired at the conclusion of the program.**

6. Have you publicized any results yet?\*

**We have prepared a final report that is available on our website with printed copies available upon request. The report is attached to this submission and is also available on our website at**  
<https://www.hvadc.org/ffba>.

- i. If yes, how did you publicize the results? **We will issue a press release in January about the completion of the program, provide a preview of results and will direct people to our website for more information.**
- ii. To whom did you publicize the results? **The press release will be distributed to wide variety of media outlets within our region.**
- iii. How many stakeholders (i.e. people, entities) did you reach? **Our best conservative estimate on how many people we reached through our media outlets is approximately 150,000. This is an estimate because several of the online outlets have national reach but do not publish circulation numbers.**

\*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? **Yes**
- i. If so, how did you collect the information? **We collected information in two ways. First, we asked questions about the sessions using electronic surveys after each class and peer to peer session.**

**We also conducted phone interviews with all of the businesses for the purpose of developing newsletter articles about the peers. An article developed on each peer has been posted on our website at <https://www.hvadc.org/2017-cultivators>.**

**Finally, we conducted a post program interview (in person) with each peer and collected data for the metrics stated above. We have used this information to create a FFBA Program Report, which is included as a separate attachment in this submission.**

- iv. What feedback have you collected thus far (specific comments)? **Specific comments from the peers can be found in both the newsletters and the final report.**

8. Budget Summary:

- v. 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:
- vi. Did the project generate any income? **Yes**
  - a. If yes, how much was generated and how was it used to further the objectives of the award? **The project generated \$240 in application fees. These fees were used on supplies such as postage and printing.**

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).

**Positive: The lawyer we used to do a session with the peers prepared a checklist of items he wanted to review with each participant as part of their one-on-one mentoring. Participants found this to be helpful and efficient. We will attempt to do that for each session/consultant in future rounds of the program.**

**Negative: We had a diverse group of businesses who were are different scales. It was difficult to put together an industry networking event that was relevant to all of them. Additionally, the largest business was able to serve as mentor for the other businesses in many of our sessions, however, being at the “top” meant he was not able to glean was much from the others. We will try to address this in another round by securing an industry expert for the particular industry segment the “top” business represents.**
- ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:  
**We achieved all of our goals.**

- 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 have none at this time.**

10. Future Work:

- vii. 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.

**We will continue this work by including our first round peers into future programs as mentors and advisors with the goal of developing a "community of food entrepreneurs" that can begin to support each other in the Hudson Valley.**

**We will begin a second round of this program in 2018. We anticipate private sector of investment of \$2M and estimated 35 new jobs and another 34 jobs retained.**

- viii. 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?

**We will be convening the first round peers in 2018 at their request. The peers have a strong desire to stay in touch as a peer group to share their post program experiences. We know that several have developed business relationships where they will engage with each other periodically, however, their expressed desire to us was for them to gather again as a group.**