

**Local Food Promotion Program (LFPP)
Final Performance Report**

Report Date Range: <i>(e.g. October 1-March 31, 20XX)</i>	Sept 30, 2014-Sept 29, 2016
Today's Date:	12/19/2016
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Recipient Organization Name:	Council on the Environment, Inc. d/b/a GrowNYC
Project Title as Stated on Grant Agreement:	Scaling Up Greenmarket Co.: Creating Viable Infrastructure for Local Food Distribution in NYC.
Grant Agreement Number: <i>(e.g. 14-LFPPX-XX-XXXX)</i>	14-LFPPX-NY-0131
Year Grant was Awarded:	2014
Project City/State:	New York, NY
Total Awarded Budget:	100,000

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

X Same Authorized Representative listed above (check if applicable).

Different individual: Name: _____; Email: _____; Phone: _____

Greenmarket Co. is GrowNYC's local food hub and distribution program, dedicated to providing profitable business opportunities to local food producers and increasing all New Yorkers' access to high-quality, sustainably-produced food. Greenmarket Co. sought Local Food Promotion Program funding to grow our program via a three-part strategy:

1. Increase operational capacity through staff development and training to meet food safety and customer service needs associated with growth and function at a level of efficiency that will contribute to financial viability;
2. Target sales outreach to institutional buyers such as senior centers and other nutrition assistance programs, whose buying patterns make them profitable to serve;
3. Focused marketing of regionally-produced grains and flours, which are underrepresented, high-value items that can anchor sales during winter and early spring months when local food availability becomes limited as well as increase on-farm biodiversity and introduce new income opportunities to mid-size growers.

The results of this work surpassed expectations, resulting in tremendous growth in our program overall, and especially in the grain product and institutional customer categories targeted under the grant. In the two years preceding the LFPP grant period, Greenmarket Co. grossed just over \$1,000,000 in sales of local product to New York City wholesale buyers. Thanks to the investment in staff training to increase operational capacity and targeted outreach strategies executed under the grant, Greenmarket Co. grew by more than 290%, grossing more than \$3,900,000 in sales during the grant period.

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 operational efficiency

a. Progress Made:

To increase operational efficiency, Greenmarket Co. contracted the services of two consultants: one specialized in developing a staff training program and the other was a food safety specialist who developed food safety protocols. Our goal with both was to implement recommended procedures and incorporate their lessons into future employee training. The training consultant led us in developing a cohesive training program for our warehouse staff that receive and pack product. During this process, we established ideal outcomes or goals for each job function, created resource documents outlining what was needed to achieve these outcomes, drafted individual training activities, and developed evaluation tools for staff to communicate expectations and progress. Each spring, Greenmarket Co. delivered staff training with a formal, multi-day schedule wherein we not only communicated clearly the day-to-day responsibilities of and expectations for each job function, but also addressed core concepts that are crucial to each job function, including communication, safety, and program mission.

To create food safety protocols, Greenmarket Co. identified two potential consultants through peer referrals and engaged the candidate who provided the most comprehensive proposal. This food safety consultant visited our facility and established that due to the nature of Greenmarket Co's operation, which excludes repackaging or processing food, safety risks mainly exist at times when the cold chain could potentially be broken – most critically during receiving and storage. With this priority in mind, the food safety consultant provided us with template logs for cooler temperature, truck temperature, and receiving. Greenmarket Co. trained staff in the use of these logs and implemented them immediately. Over the course of the next three months, the food safety consultant developed a HACCP plan to form a portion of a larger Food Safety and Quality Manual, which would prepare Greenmarket Co. for a third party food safety audit.

Over the course of the grant period, the food safety component of our efficiency goal changed somewhat. At the onset of the grant period, Greenmarket Co. expected many customers to demand third party food safety certification. Over the course of the grant period, we found that our existing customers did not have specific food safety requirements and were satisfied with a description of our food safety practices. This was also the case with many prospective clients we spoke to. At the same time, Greenmarket Co. experienced scheduling challenges with the food safety consultant as he became engaged in another project and was unavailable to resume work with us. With the foundations of a food safety plan solidly in place and staff trained in recordkeeping and food safety protocols, Greenmarket Co. focused on improving operational efficiency in other ways, such as staff re-trainings, quarterly recap meetings, and more formal, agenda-focused operations meetings.

b. Impact on Community:

Enhancements in Greenmarket Co.'s staff training immediately improved our overall operation by reducing errors, improving communication among team members, and providing a holistic approach to training and staff development. Since implementing this training regimen, which is delivered each spring for new and existing staff, we have significantly reduced mis-packs and mis-deliveries. As this translates in our ability to provide higher-quality service to all clients and partners, this training approach has contributed to our ability to expand. Training has also benefitted personnel: new staff who receive training often report that this preparation makes them feel welcome and prepared to take on their clearly defined roles. Existing staff benefit by assuming leadership roles in administering portions of the training, or by creating new training components based on the needs that they observe. Finally, the training methodology passed on by the consultant has inspired the development of other reference materials including procedural documents and manuals for other aspects of our operation. These documents have been essential to onboarding new staff as we have experienced turnover and created new staff positions.

ii. **Goal/Objective 2: Increase sales outreach to institutional buyers**

a. **Progress Made:**

Greenmarket Co.'s outreach efforts targeted to institutional buyers have been extremely successful, and the resulting increase in distribution to institutional buyers has far surpassed expectations. In our initial proposal, Greenmarket Co. projected distributing a combined 390,000 pounds of local food during the grant period, a more than 120% increase over the previous two years. In reality, over the course of the LFPP grant period Greenmarket Co. distributed a combined 840,000 pounds of local food to more than 140 institutional buyers, greatly surpassing our projections by 115%. In total, Greenmarket Co. grossed more than \$800,000 in sales to institutional buyers, and this customer category represented 20% of total gross sales. The rapid growth of sales in this category highlights the high demand that exists among these buyers, and the tremendous potential for institutions as a consistent, profitable marketplace for local farm products.

Throughout the grant period, Greenmarket Co. targeted outreach efforts toward institutions such as schools, senior centers, community centers, supportive housing facilities, and food pantries. In addition to identifying clients through research, cold-calls, and networking events and conferences such as the Food Bank for NYC's annual conference, Greenmarket Co. made contact with potential institutional through GrowNYC's existing partnerships and presence in the communities we serve. GrowNYC's Greenmarket Senior Tour program, which takes seniors on tours of our farmers' markets, often asked how they could purchase local farm products for their kitchens and were referred to Greenmarket Co. After visiting one of GrowNYC's direct retail sites in East Harlem, staff members from Lantern Community Services, a supportive housing organization, were inspired to provide regular shares of fresh, local produce to their residents. What began as a pilot satellite distribution site at their East Harlem facility quickly grew into a key component of their nutrition programming at 8 additional facilities. Another strategic partnership that has allowed Greenmarket Co. to reach new institutional clients is with Lenox Hill Neighborhood House. In addition to being Greenmarket Co.'s leading institutional buyer and a host site for a Fresh Food Box¹ distribution site, in 2015 Lenox Hill Neighborhood House established the Teaching Kitchen to train other institutional buyers to incorporate fresh produce and local farm products into their meal service programs. A key supply partner, Greenmarket Co. has spoken at both of Lenox Hill's initial trainings, attended by culinary and nutrition representatives from thirteen institutions. BronxWorks, now a Greenmarket Co. customer, has consistently purchased local food for their kitchen since they went through the training in 2015.

b. **Impact on Community:**

Greenmarket Co.'s sales to institutional buyers represented more than \$560,000 in income for northeast farmers which would otherwise have been inaccessible. Institutions are ideal clients that typically purchase in large, consistent volumes, ensuring consistent sales for our source farms. On the consumer side, Greenmarket Co.'s partnerships with institutional buyers allowed schools, senior centers, and food pantries to offer fresh, healthy, locally-produced foods to their students, participants, and clients. The NYC Department of School Food purchased more than 70,000 pounds of local farm products for the Garden to Café program, which serves school garden-grown vegetables to students on special Harvest Days, supplementing with produce in from local farms. Catholic Charities of Brooklyn and Queens member organizations have purchased roughly 30,000 pounds of produce for distribution to their pantry clients, and Lantern Community Services now regularly distributes shares of fresh produce to residents of their nutrition classes, with purchases totaling more than 55,000 pounds over the course of the grant. Greenmarket Co.'s collaboration with Lenox Hill Neighborhood House has helped us to

¹ Fresh Food Box is GrowNYC's community-based collaborative buying program. Supplied by Greenmarket Co., Fresh Food Box allows participants to leverage group buying power to purchase high-quality, local farm products at below-retail prices.

cultivate new institutional customers by providing training and education to institutional cooks, providing both distribution and capacity building services. Since going through the Lenox Hill training, BronxWorks has purchased more than 15,000 pounds of produce for use in their kitchens.

In addition to serving institutions directly targeted under this grant, Greenmarket Co.'s work with institutions increased distribution of local food via other pathways in underserved communities. Institutional buyers acted as anchors to new distribution routes, allowing Greenmarket Co. to reach additional buyers such as community-based food access programs and greengrocers. This created additional access points for healthy foods in low-income neighborhoods, and further increased revenues for local farmers. By leveraging strong community partners, Greenmarket Co. has both created profitable business opportunities for local farmers and provided underserved populations with access to fresh, locally-grown foods.

iii. Goal/Objective 3: Increase sales outreach for locally-produced whole grains and flours
a. Progress Made:

Greenmarket Co.'s sales of local grain products also surpassed expectations by more than 250% - thanks to the effectiveness of outreach, the consistent education of professional and home cooks and bakers, Greenmarket Co. distributed more than \$320,000 in local grain products over the course of the grant. Greenmarket Co. and the Greenmarket Regional Grains Project utilized a two-pronged approach to promote and increase distribution of locally-produced grains and flours: retail grain stands at Greenmarket farmers' markets showcased local grains and provided consumers and culinary professionals with regular access to local grain products in small quantities, while Greenmarket Co. distributed directly to larger wholesale buyers. The Greenmarket Regional Grains Project (GRGP) increased the number of direct retail stands within Greenmarket farmers' markets well beyond the original scope of the grant, growing from a projected 10 total market days per year to operating a weekly, year-round retail stand at the Union Square Greenmarket and servicing 8 other locations on a rotating basis. This expansion dramatically increased the number of opportunities for consumers and culinary professionals to learn about and purchase grains. Sales income at the grain stands totaled more than \$177,000, covering a portion of operational expenses and contributing to sustaining stand operations. To reach new customers, GRGP frequently hosted guests from prominent NYC restaurants and culinary schools to conduct demonstrations and provide samples at the grain stands. In addition to this powerful retail component, Greenmarket Co. and GRGP also conducted consistent outreach among wholesale buyers, providing samples and technical assistance to bakers and chefs using new products. GRGP also hosted events such as home baker's meet-ups and craft beverage showcases for brewers and distillers using local grains.

b. Impact on Community:

Greenmarket Co. and the Greenmarket Regional Grains Project (GRGP) have acted as a crucial link between northeast grain producers and consumers and businesses in the New York City marketplace. This combination of consistent, specialized education around local grains and flours with an established distribution scheme for these products is both unique and enormously effective. By educating customers about local grains and providing technical assistance to bakers and chefs, Greenmarket Co. and GRGP have cultivated a market for more than 90 local grain products from nine northeast producers. For many of these producers, Greenmarket Co. and the Greenmarket Regional Grains Project are the primary marketing and distribution mechanism within the New York City marketplace, and provide access to customers including restaurants, bakeries, institutions, and GrowNYC's own direct retail models. Without the effective approach of combining GRGP's outreach and education with Greenmarket Co.'s distribution infrastructure, grain farmers and millers would be unable to access the now thriving market for local grains in New York City. In total, Greenmarket Co. and GRGP's activities under the grant created more than \$253,000 in wholesale income to grain producers in the northeast.

In addition to benefitting farmers and millers, GRGP and the retail grain stands have become an important resource for NYC-based culinary professionals and consumers. One restaurant customer this year created a brand new bread program hand in hand with GRGP, meeting weekly to discuss flour specs and share feedback on how different products perform. The grain stand sees many wholesale and retail customers returning week after week to share baked goods, ask questions, and try new products.

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, 2016). Include further explanation if necessary.

- i. **Number of direct jobs created:** Greenmarket Co. created 4 new full time positions and three new part-time positions during the grant period, and GRGP created 1 new full-time position and 3 new part-time positions.
- ii. **Number of jobs retained:** Greenmarket Co. retained 8 full time and 4 part-time positions during the grant period. GRGP retained 1 full time position and increased hours for one part time position.
- iii. **Number of indirect jobs created:** 6 FTE – most farmers responded that while they did not need to hire new staff during the grant period, they did see staff hours dedicated to Greenmarket Co. increase. One farmer reported hiring one additional staff member during the grant period, and one granary in Maine reported adding 4 new staff during the grant period, due in large part to increased sales volume associated with Greenmarket Co and the marketing efforts of GRGP.
- iv. **Number of markets expanded:** 12. Greenmarket Co. expanded sales of local products to institutional wholesale buyers and sales of local grain products via a number of diverse clients and partners. Within these two market categories, Greenmarket Co. has reached numerous wholesale buyers including schools, senior centers, soup kitchens, food pantries, shelters, Head Start programs, specialty retailers, co-ops, restaurants, bakeries, community-based food access models, and sales to the Greenmarket Regional Grains Project retail stand.
- v. **Number of new markets established:** GRGP developed brand-new retail markets for local grains at 9 locations during the grant period – one weekly stand at the Union Square Greenmarket, and rotating stands at 8 other locations.
- vi. Market sales to institutions increased by \$179,000 and increased by 58% from year 1 to year 2. Market sales of local grains products increased by \$86,138 and increased by 73% from year 1 to year 2.
- vii. **Number of farmers/producers that have benefited from the project:** 54
 - a. **Percent Increase:** 28% increase between year 1 and year 2

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?

Greenmarket Co. is targeting institutions serving low-income communities in order to open underserved markets to regional farmers. New customers include Lantern Community Services, West Side Campaign Against Hunger, CAMBA, and BronxWorks. With respect to sales of grains in particular, institutional buyers, non-profits, and GrowNYC's direct retail models, Youthmarket and Fresh Food Box, purchase consistent volumes of local grain products. These buyer types all reach underserved communities that do not typically have regular access to specialized products such as local grains, and demonstrate that there is a market for these products in the communities they serve: these buyers represented more than \$43,000 or more than 13% of Greenmarket Co.'s total grain sales during the

reporting period.

4. Discuss your community partnerships.

i. Who are your community partners?

Greenmarket Co.'s community partners include but are not limited to the Upstate New York Growers and Packers Association, New York City Department of Health and Mental Hygiene (DOHMH), Department for the Aging, the Children's Aid Society, United Way, Lantern Community Services, the Department of School Food's Garden to Café program, and Lenox Hill Neighborhood House. The Regional Grains Project specifically partnered with Food + Enterprise, NOFA-NY, SINGL Lounge, Bread Alone Bakery, Brewer's Choice, Cornell University, Sfoglini Pasta, Empire State Development, Union Square Hospitality Group, and the Fulton Stall Market.

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

To help Greenmarket Co. source local farm products for institutions, we worked with more than 50 individual farmers and also with the Upstate New York Growers and Packers Association, which provides marketing and aggregation services to farms in Central New York. City agencies continued to encourage senior centers, after school programs, and Head Start sites to purchase local food from Greenmarket Co. Multi-site partners such as United Way, Lantern Community Services, and the Department of School Food's Garden to Café program sourced local food from Greenmarket Co. for multiple food pantries, supportive housing facilities, and public schools with local food on a rotating basis. An especially significant enhancement to our partner relationship during the reporting period was the launch of the Teaching Kitchen at Lenox Hill Neighborhood House. In addition to being Greenmarket Co.'s single largest institutional buyer, Lenox Hill also draws from its own experience to teach institutions to incorporate more whole foods and local farm products into their menus. To date, Lenox Hill Neighborhood House has trained 13 organizations, including Community Access and BronxWorks, who are both customers of Greenmarket Co.

Grain-specific partners span agricultural, academic, and culinary sectors. Cornell University is GRGP's partner in research and growing trials of heritage grains. Empire State Development provided funding and other resources to hosting craft beverage events that helped promote local grains among brewers and distillers. Union Square Hospitality Group has worked closely with GRGP to incorporate local grains into the menus of their restaurants. The Fulton Stall Market, a farmers' market in New York City's Seaport district, hosts a grain retail stand. Sfoglini Pasta frequently loaned their certified kitchen space to GRGP to allow them to repack bulk grains before they established their own commissary.

ii. How will they continue to contribute to your project's future activities, beyond the performance period of this LFPP grant?

Lantern Community Services now considers their local produce distribution to residents to be an essential part of their programming and will continue to source produce from Greenmarket Co. for this purpose. Lenox Hill Neighborhood House has a stated goal of training every institution in New York City in the Teaching Kitchen and will remain a close collaborator. Greenmarket Co. will continue to work with City and State agencies to identify new opportunities to increase distribution of local food to institutions. Greenmarket Regional Grains Project will continue to collaborate with these and other businesses, organizations, and others in the field to promote local grains.

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

Greenmarket Co. worked with two consultants during the project period: one specialized in developing a staff training program and the other was a food safety specialist who developed food safety protocols. Our goal with both was to implement recommended procedures and incorporate their lessons into future employee training. The overall growth that Greenmarket Co. experienced during the

grant period would not have been possible without high-performing staff and a clear plan for them to follow. The staff training modules developed as a result of this work have dramatically increased Greenmarket Co.'s capacity to serve both institutional clients and local grains customers.

6. Have you publicized any results yet?*

i. If yes, how did you publicize the results?

Greenmarket Co. has spoken about distribution to institutions and of local grains at conferences and panels including Designing a Strong and Healthy New York, the Food Bank of New York annual conference, a panel on Greenmarket's history at CUNY Food Policy Center, and the NY Loves Food conference at the Cornell Food Venture Center. Greenmarket Co. is also a member of the Farm to Institution New York State Leadership Committee, and updates are provided regularly within the committee, which has members from agriculture and institutional procurement fields. Finally, Greenmarket Co. has shared success stories with institutional cooks at trainings and meetings.

Results of work on grains have been promoted via the Greenmarket Regional Grains Project web page,² facebook page,³ YouTube channel⁴ and monthly e-newsletter. The facebook page has more than 380 followers, the e-newsletter has over 1,200 subscribers, and YouTube videos receive between 100 and 3,000 views, depending on the topic. GRGP also reaches farmers and culinary professionals via conferences such as the Grains Gathering, Northeast Organic Farming Association, and the Kneading Conference; and through events such as Craft Beverage B to B events, the New York International Restaurant Show, and the Battery Fair. In addition to local publicity, GRGP staff have also reached a national audience by visiting grains professionals nationwide and through articles, such as "Capturing a Value Added Niche Market: Articulation of Local Organic Grains," which was recently accepted for publication by The American Journal of Agricultural Economics.

ii. To whom did you publicize the results?

The Greenmarket Co. panels described above reached agriculture and food systems professionals, institutional cooks and nutrition staff, food pantry managers and directors, farmers, elected officials, agricultural school professors, students, and others. At trainings and meetings facilitated by Lenox Hill Neighborhood House and the NYC Department of Health and Mental Hygiene, Greenmarket Co. shared best practices with more than thirty institutional cooks and nutrition staff.

Grains publicity is targeted toward culinary professionals such as chefs and bakers, brewers, distillers, home bakers, and grain farmers.

iii. How many stakeholders (i.e. people, entities) did you reach?

Greenmarket Co. reached roughly 2000 people via conferences and panels, addressed more than 30 institutional cooks and nutrition directors at trainings and meetings, and shared updates with 15 members of the Farm to Institution Leadership Committee. GRGP's facebook page has more than 380 followers, their e-newsletter has over 1,200 subscribers, and YouTube videos receive between 100 and 3,000 views, depending on the topic.

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

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

Most feedback has been obtained via one-on-one conversations with wholesale clients, farmers, and consumers. Greenmarket Co. staff speak with farmers on a weekly basis to determine product availability, and engage in more in-depth planning conversations one or two times each year. Sales staff

² <https://www.grownyc.org/grains/technicalassistance>

³ <https://www.facebook.com/GreenmarketRegionalGrainsProject/>

⁴ <https://www.youtube.com/channel/UCSVboCFtpUKIQDC4x-ROW7A>

speak with customers once or twice weekly to receive customer orders and feedback, and visit in person 2-4 times per year to learn how we can improve our services, share information about our producers, and promote new products. Grains feedback is received via regular conversation with customers. This frequently happens at the retail grain stands themselves, which have become resource centers for all things related to local grains.

ii. What feedback was relayed (specific comments)?

Farmers report that Greenmarket Co. and GRGP are important customers for their businesses, with many reporting that Greenmarket Co. is their sole or anchor NYC distributor. An apple orchard in Orleans County, New York recently reported that working with Greenmarket Co. improves their cash flow because we pay quickly after receiving each invoice; historically this farm has worked mainly with co-packers, who typically pay farmers once product has been sold, which can sometimes be months after harvest. A grain producer in Somerset County, Maine reports that their rapid increase in sales volume, in large part driven by Greenmarket Co., has led them to hire 4 new staff since 2014. An Orange County vegetable producer reported that selling to Greenmarket Co. is preferable to them because they are able to avoid the commission charged by other wholesalers.

Numerous bakeries have reported that we offer certain products - namely spelt and emmer - that they have been unable to find through other distributors. Head Start centers have also shared that the availability of a variety of local whole grain flours has helped them to better meet the needs of children with wheat allergies and incorporate more healthy, whole grains into their snacks and meals. Many institutions such as senior centers and food pantries report that Greenmarket Co. offers more variety and a higher quality of produce at a more affordable price than is available from other distributors.

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: X

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?

The project generated more than \$1,122,000 in gross income from sales of local farm products. More than \$816,000 of this income was spent on goods sold, and the remaining \$306,000 went toward Greenmarket Co. operational expenses including rent for our warehouse, insurance, vehicle expenses such as gas and maintenance, distribution supplies, and staff salaries. These expenses are essential to procuring, storing, and delivering the local farm products; to maintaining strong relationships with farmers, customers, and partners; and to ensuring that staff have the training and supervision to comply with training implemented under the grant.

9. Lessons Learned:

i. Summarize any lessons learned. Draw from positive experiences (e.g. good ideas that improved project efficiency or saved money) and negative experiences (e.g. what did not go well and what needs to be changed).

The LFPP grant period provided tremendous opportunities for learning and growth from both successes and challenges. One positive experience during this grant was our work with the staff training consultant. While Greenmarket Co. was already convinced of the benefits of a formal training plan before undergoing this project, our work under this grant enhanced our project overall in ways we did not anticipate. In addition to simply preparing staff to successfully complete their assigned tasks, the process of developing the training gave managers a clearer understanding of how to best communicate

with and involve all members of the team in decision making. The training materials also allowed us to involve veteran warehouse staff in training their coworkers, allowing them to assume leadership roles on the team. One thing that was challenging was finding the time during the ramp up to a busy season to work on developing this training. If funding allows, Greenmarket Co. would consider hiring someone temporarily to update and execute training in future seasons.

Another positive lesson learned under this grant that cannot be overemphasized is that education – especially in partnership with specialists – is an essential complement to marketing and distributing local food. While Greenmarket Co. staff can speak at length about the benefits of local food, the Teaching Kitchen at Lenox Hill Neighborhood House gives institutional cooks the tools they need to reap those benefits in the exact circumstances of their community center or Head Start kitchens, within very real budgetary and physical limitations. In the case of local grains, the expertise of the GRGP staff was essential: their ability to speak to the qualities and best applications of each type of flour allowed them to provide ongoing technical assistance to chefs and bakers trying out new products. The grains retail stands, in addition to acting as a public-facing storefront, also provided a space for culinary professionals to stop by for a quick consultation with the Local Grains Outreach Coordinator or other staff.

One specific challenge experienced under the grant involved finding a balance between offering a wide variety of grain products with operational efficiency. The Greenmarket Regional Grains Project has been working for more than six years to establish markets for grains such as emmer and einkorn that are nutritious and well-suited for the northeast agricultural region. While these products are becoming more and more popular among chefs and bakers, they are still very much specialty products. Greenmarket Co. found that customers for these types of grains ordered them sporadically and in lower quantities, resulting in many requests for small deliveries (not ideal for distributors), and challenges with inventory management. To continue to distribute these specialty grains while maintaining an efficient distribution system, Greenmarket Co. and GRGP established new protocols for specialty grain sales. Now, Greenmarket Co. purchases and distributes a wide range of grains and flours, including wheat, spelt, rye, and oats. Because these products are milled frequently and purchased at a regular rate, Greenmarket Co. can ensure a steady supply for both GRGP and wholesale customers. GRGP now occupies their own commissary and storage space where they can receive weekly deliveries from Greenmarket Co. along with smaller shipments directly from millers of specialty grains and repackage bulk grains for retail. From here, GRGP transports product to retail markets in 8 locations throughout the city. What began as a single distribution stream is now two complementary operations that serve customers on two different scales.

Finally, Greenmarket Co. was challenged by turnover in our Sales Manager and Operations Manager roles at the very end of our grant period. Losing two experienced staff members in the same month in height of the busy season was certainly not ideal, but we weathered this with few interruptions for farmers or clients. To compensate for the loss in institutional knowledge on the team, the Director of Wholesale and Distribution took a step back from longer-term planning projects and played an active role in warehouse operations and training of new staff. The work performed under this grant assisted us during this transition period in two ways. First, when drafting job descriptions and training plans for new Operations Manager and Sales Manager, Greenmarket Co. utilized the techniques and methodology developed with the staff training consultant. Second, the fact that all operations staff had been provided with clear expectations and thoroughly trained in their responsibilities meant that they were able to work independently and efficiently, even during times of transition.

- 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:**

The staff training aspect of our project was essential to the growth of our program. The process itself gave senior staff a clearer understanding of what our operation requires to be successful, and the training modules produced are a toolkit upon which we continually expand. Planning activities like this are often overlooked because they are time consuming, but we continue to reap the benefits of this work more than a year after completing the initial process.

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.**

Greenmarket Co. will continue and expand distribution of local farm products, including local grains. GRGP's recent investment in their own commissary and storage space will contribute to sustained growth of local grains market development and sales via retail stands. We will continue to build on our strong, existing partnerships to maximize impact among farmers, wholesale buyers, and consumers, and will leverage our existing work to forge new, productive relationships. Greenmarket Co. will also continue to utilize the staff training techniques and food safety procedures developed with the consultants engaged under the grant.

The single largest impediment to Greenmarket Co.'s continued growth is our physical infrastructure. Our operation is currently headquartered in a 5,000 square foot warehouse with aging equipment. At the height of the 2016 season, we reached the capacity of our facility. For this reason, GrowNYC is in the process of developing the Greenmarket Regional Food Hub (GRFH), a 75,000 square foot distribution facility, which will provide infrastructure to local farm and food businesses, and provide a permanent home for Greenmarket Co., which will occupy 20,000 square feet. By providing high-quality space at below-market rent, the GRFH will increase Greenmarket Co.'s capacity to continue to serve institutional clients and distribute local grain products. By allowing Greenmarket Co. to maximize the efficiency of our current distribution activities and reach a range of buyer types purchasing local food in volume, this LFPP grant laid the foundation for Greenmarket Co.'s move to this facility. Projections for the new facility when at full capacity include:

- 18,000,000 pounds of local food distributed annually;
- Retention of 14 existing Greenmarket Co. jobs and creation of 95 additional jobs through Greenmarket Co. and co-tenants;
- More than 1.75M pounds of produce distributed annually to institutions;
- More than \$10,000,000 in revenue generated annually for local farmers, with \$550,000 in revenue each year for grains farmers.

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?**

Our experience under the grant has shown that pairing education with local food distribution activities yields potent results both for local farmers, consumers, and food systems workers. Examples of potential future projects to be explored include increased education and/or service learning for institutional cooks using local foods, development of new grains retail stands to serve as education sites and market development tools, and development of additional staff training protocols suited to our new, larger facility.