

## 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>	<b>10-1-2015 to 10-31-2016</b>
<b>Authorized Representative Name:</b>	<b>Marisa Ogles</b>
<b>Authorized Representative Phone:</b>	<b>423-622-1800 ext. 218</b>
<b>Authorized Representative Email:</b>	<b>MOgles@chattfoodbank.org</b>
<b>Recipient Organization Name:</b>	<b>Chattanooga Area Foodbank, Inc.</b>
<b>Project Title as Stated on Grant Agreement:</b>	<b>Harvested Here Food Hub Local Food Promotion and Expansion</b>
<b>Grant Agreement Number:</b> <i>(e.g. 14-LFPPX-XX-XXXX)</i>	<b>15LFPPPTN0085</b>
<b>Year Grant was Awarded:</b>	<b>2015</b>
<b>Project City/State:</b>	<b>Chattanooga, TN</b>
<b>Total Awarded Budget:</b>	<b>\$99,950.00</b>

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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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 1: Strengthen the local food system through capacity building support for local farmers and community outreach.**

**Objective 1: Assist at least 5 local farms per year with obtaining GAP certification for a total of 10 farms over the 2-year project.**

- a. Progress Made: 2 partner farms have been GAP certified, with 1 more audited in April, 2016. A total of 4 farms were identified and provided all necessary information to enable the development of their Food Safety Plan. 3 GAP continuing education courses were completed.
- b. Impact on Community: The hiring of a dedicated GAP Coordinator did enable broader outreach and information sharing among local farms and farmers.

**Objective 2: Increase the number of farms registered with the Hub from 33 (FY15 baseline) to 53 by end FY17 for a total increase of 60% (20 farms) over 2 years.**

- a. Progress Made: The number of farms registered with the HHFH has increased to 40.
- b. Impact on Community: The volume and variety of local produce available to the community increased.

**Objective 3: Increase the number of buyers registered with the Hub from 37 (FY15 baseline) to 67 by end FY17 for a total increase of 80% (30 buyers) over 2 years.**

- a. Progress Made: A total of 73 registered buyers participated in this program nearly doubling the FY15 baseline and surpassing the projected FY17 goal by 10 percent. These buyers represent a variety of retail customers (e.g. catering, grocery, institutional & corporate food services, Higher Education and K-12 food services) in addition to local and regional restaurants.
- b. Impact on Community: The increase of registered buyers helped to meet the high demand for local produce.

**Objective 4: Increase gross produce sales from \$265,000 (FY16) to \$575,000 (FY17) for a total increase of 117% during the 2-year project.**

- a. Progress Made: Gross produce sales for the period October 2015 to October 2016 were \$151,870.00. Although this sales number did not meet the projected goal, it does represent a 61% increase from the previous 12-month period.
- b. Impact on Community: Increased sales increased farm revenue, thus further supporting local growers.

**Objective 5: Build awareness about the Food Hub’s services and network of local growers and buyers through a concerted media campaign.**

- a. Progress Made: The HHFH utilized a wide variety of media outlets to build community awareness including: Social Media (e.g. HHFH website, Mail Chimp News Letters, Facebook, Instagram (over 1100 followers) and Twitter); Full-page ads in multiple issues of *Tastebud Magazine*; Customer Spotlight and Farmer interviews posted on regional newsfeeds and websites; Local Radio and TV interviews and news segments; Feature articles in local magazines. Additionally, HHFH personnel conducted numerous discussion groups with potential and current farmers and customers. Presentations to student groups included the Whitfield County Young Farmers. The HHFH hosted 2 Supper clubs in April and July and a speaker event at the local community college in September. The HHFH engaged the services of a professional marketing firm to further generate community awareness via: Marketing Audit; Discovery Interviews and Focus Groups. A targeted marketing plan was developed and presented to the HHFH leadership team in June. However, implementation of said plan was not completed.

b. Impact on Community: An increase in community awareness did occur as demonstrated by the increase participation in workshops, community activities, and educational events over the life of the project.

**Objective 6: Provide at least 4 grower education workshops each year.**

a. Progress Made: A series of farmer/producer workshops and events occurred with over 200 participants. Workshop topics included: Farm Management; Grazing Specialties; Animal and Plant Genetics; and HHFH resources and services; Biodynamic Agriculture and Films on the Farm events. 1 restaurant/customer workshop was held with 48 attendees. Topics included: Addressing the challenges and rewards of including local items to menus and retail options.

**Objective 7: Support at least 4 workshops and/or community activities a year impacting 200 individuals to raise local food awareness.**

a. Progress Made: Over 500 community members attended 6 community wide dining events. These events entitled: "Scenic City Supper Club" are a collaboration of local farmers, chefs, and restaurants designed to highlight the local restaurant culture, producers, and the organizations that sustain the growing "farm to table" movement. Additionally, 27 attendees participated in a "How to Eat Local in Winter" event presented by a local restaurant and farm/producer designed to demonstrate how to maximize local winter produce and products and 37 participants attended a Chef speaker event at Chattanooga State Community College.

**Goal 2: Increase access to fresh produce and provide nutrition education for food insecure individuals located in low-income urban and rural communities.**

**Objective 8: Increase the CAFB's total produce procurement from 3 million pounds (FY15 baseline) to 3.6 million pounds (FY17) for total increase of 20% over the 2-year project.**

a. Progress Made: 3,964,610 pounds of produce were procured by the CAFB during FY2016, representing a 300,000+ pound increase over the FY2017 projections.

b. Impact on Community: The 165,000+ clients of the CAFB had access to and enjoyed a greater variety of healthy, fresh produce on a more regular basis.

**Objective 9: Increase the procurement of local produce via the Food Hub and growers within the region by 10% per year for a total increase of 20% over the 2-year project. (FY15 baseline is 160,000 pounds).**

a. Progress Made: 468,511 pounds of local produce were procured by the CAFB from the HHFH and local growers during FY2016, far exceeding the projected annual increase. To date, produce procurement has nearly tripled from FY15 baseline.

b. Impact on Community: The 165,000+ clients of the CAFB had access to and enjoyed a greater variety of healthy, fresh produce on a more regular basis.

**Objective 10: Increase mobile pantry, "just-in-time," and other produce deliveries to accommodate increases in fresh produce procurement with the goal of distributing 350,000 pounds through deliveries by 2017. (Just in Time is a new pilot initiative, so the baseline is zero).**

a. Progress Made: The produce distribution, via the CAFB, for the FY2016 was a total of **1,412,283** pounds, more than tripling the original goal of 350,000 pounds. Additionally, the number of mobile pantry sites nearly doubled from 46 to 75.

b. Impact on Community: The impact with regards to addressing food insecurity and fresh produce access is significant, given that these consumers in these communities in rural GA, rural TN, and Hamilton County are now able to enjoy health fresh produce.

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, 2015). Include further explanation if necessary.

- i. Number of direct jobs created: **(1)** Hiring of GAP Coordinator who successfully completed on-line Cornell Gap Certification, Farm Food Safety Manager training, and FDA's Food Defense 101 on-line course work.
  - ii. Number of jobs retained: NA
  - iii. Number of indirect jobs created: NA
  - iv. Number of markets expanded:  
The Harvested Here Food Hub actively expanded its market reach since October, 2015. We proudly partnered with farms in 5 new counties in GA & TN within our 120-mile radius of operation. The project also generated multiple new distribution partners in these new locations.
  - v. Number of new markets established: A 221% increase in the number of registered buyers occurred from April 2016-October 2016, resulting in a 61% increase in sales over the same period.
  - vi. Total market sales for the life of the project: \$151,870.00
  - vii. Number of farmers/producers that have benefited from the project: **137** [40 producing farms + 85 grower workshop participants + 6 GAP (certified or in process of certification) farms]
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?  
**YES.** New and existing consumer populations, include low income and low access populations, were accessed via the **increase** in the total number of Mobile Pantries drops **from 120 in FY15 to 588 mobile pantry drops in FY2016.** A **2 million pound increase of food distributed** over the same period the previous year, to counties in rural TN and Hamilton County has significantly expanded the customer base.
4. Discuss your community partnerships.
- i. Who are your community partners?  
In addition to the Chattanooga Area Food Bank, the HHFH worked with numerous community partners from multiple sectors: **Education** (e.g. University of TN at Chattanooga, Dalton State, TN State University, University of the South); **Local Growers; Buyers; Distribution Partners** (e.g. nonprofits, churches, school system partners); **Interest Groups** (e.g. Sustainable Ag Working Group, Chattanooga Sustainable Farmers); **Foundations** (e.g. Benwood Foundation, Footprint Foundation); Community Organizations (e.g. Scenic City Supper Club)
  - ii. How have they contributed to the results you've already achieved?  
Working with such a broad scope of partners, across multiple community sectors, enabled the HHFH to increase community awareness, increase the number of participating producers and customers, and increase produce procured and distributed. This project made a difference within the region with respect to food insecurities, healthy food access and farmer capacity and distribution.
  - iii. How will they contribute to future results?  
Although the HHFH is no longer functioning, the expectation is that these partnerships will continue to flourish within the framework of the Chattanooga Area Food Bank with the hopes of adding /expanding new regional partnerships.
5. Are you using contractors to conduct the work? If so, how has their work contributed to the results achieved thus far? **YES.** 1. Marketing Consulting Firm, *26 Tools*, was hired to develop a targeted marketing campaign designed to increase community awareness, farmer/producer

involvement, and customer development and expansion. 2. Evaluation Consultant, Marclyn Porter, was hired to develop and implement the project evaluation plan.

6. Have you publicized any results yet? **Results have not been publicized.**
7. Have you collected any feedback thus far about your work? **YES.** Initial market analysis and consumer awareness data was collected via interviews and focus groups with producers, customers, and the public. An important take away message from these data collection activities helped the HHFH understand that while “...customers and producers have a basic sense of the HHFH’s mission and values, there’s a need for more clarity around some very important points, namely: **what it looks like to work with HHFH, and what’s in it for them.**” Additionally, this data was helpful in the HHFH understanding that it is imperative to “*Make Local Make Sense.*”
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
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 Harvested Here Food Hub project was conceived in good faith and successfully achieved many of the project goals and objectives. Unfortunately, this project was terminated prior to the project completion date due to numerous infrastructure and organizational challenges. Within the first year of the project, lack of adequate space and refrigeration impeded growth opportunities, key personnel resigned, equipment failures resulted in significant product losses, and organizational uncertainty created a “perfect storm” of challenges too great to overcome.

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

The HHFH project team continued with project implementation to the best of their abilities while addressing the various organizational challenges. The following timeline illustrates the project personnel’s programmatic commitment while dealing with organizational challenges and diminishing institutional resources.

#### **Timeline of Harvested Here Food Hub April 2016-September 2016**

- **April 24<sup>th</sup>:** Spring Scenic City Supper Club at Beverlee Farm
- **May 14<sup>th</sup>:** Local Vendor Day at Whole Foods
- **May 31<sup>st</sup>:** Draft of Content and Marketing Plan Presented to Food Hub Team by 26Tools
- **July 15<sup>th</sup>:** Building Transition from Chattanooga Area Food Bank to New Hub location at 3100 North Hawthorne Street, Chattanooga TN
- **July 17<sup>th</sup>:** Summer Scenic City Supper Club at Cloudland Station
- **July 18<sup>th</sup>:** Ray Rollison, Executive Director unexpectedly resigns
- **July 26<sup>th</sup>:** Films on the Farm Event at Crabtree Farms

- **July 27<sup>th</sup>**: Locally Focused Supper Club at Bald Headed Bistro in Cleveland with the majority of produce purchased through Harvested Here Food Hub
- **July 29<sup>th</sup>**: Unexpected Cooler condenser failure. All product is moved back into Food Bank coolers
- **August 1<sup>st</sup>**: Cooler repair consultation with G&L
- **August 2<sup>nd</sup>**: Cooler repairs begin
- **August 12<sup>th</sup>**: Cooler repair complete. Food hub product is moved back into Hub facility
- **August 30<sup>th</sup>**: Films on the Farm Event at Crabtree Farms
- **September 6<sup>th</sup>**: John Sweet assumes Interim Director position (departs December 15<sup>th</sup>)
- **September 7<sup>th</sup>**: Whitney Marks, Sales associate, submits two-week notice
- **September 8<sup>th</sup>**: Chattanooga State Quarterly Speaker Event 1: Sandor Katz
- **September 21<sup>st</sup>**: Whitney Marks last day

- 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 importance of maintaining institutional capacity and organizational structure cannot be over emphasized. The loss of key personnel coupled with equipment failure and the loss/waste of product served to be too great a challenge for the organization to overcome. Institutional will is a critical component for programmatic success, especially when confronted with simultaneous challenges and stresses.

#### 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 following statement, posted on the HHFH website, serves as a testimony to the good work achieved and the hope for future endeavors.

"For the last few years, the Food Hub has worked to bring the people of Chattanooga local food from local farms. Together, we've built a vibrant network of growers and buyers—people who not only supported our mission, but who became part of it. Unfortunately, our vision for the Food Hub was stronger than the business model that we hoped would sustain it. So today, we announce that we are winding down our operations, with final deliveries to be made the week of Thanksgiving. We've always said that good work starts with a seed and becomes a system. We believe in our work now as much as ever, and it's thanks to people like you. We would not have made it this far without your support and your passion and your faith in the Hub. We know our city is better for it. Between now and November 23rd, we would be happy to answer any questions that you might have—and to help make any connections between farmers and customers that we can. After November 23rd, please direct any questions to Gina Crumbliss at the Chattanooga Area Food Bank. Thank you, again."

- 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? Not at this time.