

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.

Report Date Range: <i>(e.g. September 30, 20XX-September 29, 20XX)</i>	October 1, 2014 – September 30, 2015
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Recipient Organization Name:	Sustainable Molokai
Project Title as Stated on Grant Agreement:	Molokai Food Hub Development
Grant Agreement Number: <i>(e.g. 14-LFPPX-XX-XXXX)</i>	14-LFPPX-HI-0051
Year Grant was Awarded:	2014
Project City/State:	Hoolehua, Hawaii
Total Awarded Budget:	\$98,410

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

- Same Authorized Representative listed above (check if applicable).
- Different individual: Name: _____; Email: _____; Phone: _____

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

- i. **Goal/Objective 1: Increase demand for Molokai-grown and produced products**

- a. Progress Made: (1) Our Molokai Food Hub (MFH) Steering Committee agreed on a logo. We/they decided to use our Sustainable Molokai Logo for the MFH, instead of creating a new one (can be viewed on our website and/or letterhead), since it is so perfectly suited to food security for our island.

- (2) MFH became the vendor for the Fresh Fruit & Vegetable Program (FFVP) for Maunaloa Elementary. During the time period of that program (January through May 2015), MFH supplied fresh produce 31 times. Through our outreach with local farmers, we were able to get Molokai-grown produce 15 of those times. The rest were “exotic” fruits and vegetables, which helped expose the children to new types of produce, such as kiwi and nectarines. This meant that \$633 went to Molokai farmers. In addition, we helped 2 other elementary schools (3 out of a total of 4 on the island) sign up for FFVP for next school year. This prompted us to advertise that we are looking to purchase locally grown produce for this program, and we have begun to work with farmers who are seeking new markets.

- (3) Regarding community outreach around eating local, we have hosted and participated in numerous community events throughout this program period, including the following: We utilized our mobile wood-fired pizza oven to make fresh pizzas with local veggie toppings at our Saturday Farmers Market (4 times), for students at Kaunakakai Elementary (11/19/15), students at Molokai Middle School (3/12/15), at a preschool open house (3/27/15), Earth Day (4/17/15), Grassroots Concert (5/2/15), and for students at Maunaloa Elementary (6/2/15). We hosted a booth at our Farmers Market and offered to sell local farmers’ products for them without a fee 6 times. Our FoodCorps continues to do outreach in the schools, with much of their curriculum being focused on local food education. With their help, we also hosted 5 Family Nights at our island schools, with the theme “Growing Healthy,” where we facilitated discussions and activities around growing food, nutrition, and cooking/eating healthy. We also attended and presented our services and goals at 5 meetings/events (InPeace meeting on 3/25/15; Kilohana Elementary PTA 4/21/15; SM Community Workday 4/25/15; and Maunaloa May Day 5/22/15).

- b. Impact on Community: There has been quite a bit of talk about the “Sustainable Molokai Pizzas” made in our mobile wood-fired pizza oven with local toppings (kale, zucchini, tomato, onions, basil, etc.). This seems to be indicative of the growing interest in eating local, fresh produce. Also, a third elementary school has asked us to host Family Nights at their school next year. Another quantitative measure is that our organization is gaining the reputation as *the* organization on-island to go to if you have an idea or interest in the topic of local food – which is exactly where we want to be positioned. During the project period we also continued to increase our local food connections and reputation throughout Hawaii. Our hope is that these increased connections will lead to increased sales from our island to the other Hawaiian Islands.

- ii. **Goal/Objective 2: Increase supply of Molokai-grown and produced products**
- a. Progress Made: (1) We completed our “Demand Study,” which consisted of going to every store and restaurant on the island (25) to ask about their produce purchases (how much, how often, price, etc.), as well as their interest in buying local, if available. This gave us a realistic view of the amount of demand for produce in our stores and restaurants, including a glimpse into the demand of local versus non-local.
- (2) We have reached out to various farmers, but as of project end, have not had many farmers begin growing for a specific on-island demand. We are organizing a meeting to do some specific production planning in November. We recently received the USDA CFP grant, which has enabled us to hire a part-time Procurement Specialist and to contract our University of Hawaii extension agent to help with this.
- (3) In September 2015, we connected with our first off-island buyer, who purchased frozen Passionfruit pulp from us in September and October; that buyer is interested in continuing the relationship, as product becomes available (seasonal crop).
- b. Impact on Community: There has not been a significant impact yet, however, we believe more local produce will be coming on-line within the next year. We are especially confident of this because of securing the CFP grant and being able to hire the farming specialists mentioned above. In addition, we received another grant to purchase a refrigerated truck, which will enable us to begin our mobile market, which along with the software purchased by LFPP funds (Local Orbit), should open up a larger on-island market for our farmers to supply. We have also connected with off-island markets to really extend our market demand for Molokai farmers.
- iii. **Goal/Objective 3: Better connect supply & demand by developing a successful food hub.**
- a. Progress Made: Our MFH has officially begun! Our 4 main clients or venues for sales thus far include: (1) Schools – Maunaloa Elementary and Kaunakakai Elementary Schools’ Fresh Fruit & Vegetable Program. (2) We have set up our MFH booth at our island’s Saturday Farmer Markets 6 times to sell local produce and value-added products to our residents and visitors alike. (3) We have facilitated the set-up of a mobile pizza oven that made and sold pizzas with local toppings 4 times, including at Saturday Markets and various community events. (4) We have sold over 130 pounds of frozen Passionfruit to a buyer on the island of Oahu, and established a relationship for continued purchases. In addition, numerous aspects of our Food Hub are coming together – we purchased the Local Orbit software to more easily connect our island’s local production and local consumption; we recently received a grant to purchase a refrigerated truck, which we plan to use both for deliveries and as a mobile market. We are confident that the resources still needed will come.
- b. Impact on Community: In early 2015 (January through May), the students at Maunaloa Elementary received approximately 50% of their Fresh Fruit & Vegetables for the FFVP snack program from local farmers, which means that it is more nutritious because it is fresher and not shipped in, and that our farmers gained that new market. For the new school year (2015-16), we have become the vendors for Kaunakakai Elementary, which has 320 students (as compared to Maunaloa’s 60), which will be a huge jump in number of students impacted, as well as farmers. In addition, farmers and value-added producers have a venue to sell their products at the Saturday Market

without having to open their own booth. Six farmers and/or producers have used this service thus far. Lastly, and most importantly, we are strengthening our island's local food movement.

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: 1 PTE
- ii. Number of jobs retained: 1 FTE
- iii. Number of indirect jobs created: 0 – There are no new FTE jobs created yet, but several farmers/growers/producers have been able to increase their production.
- iv. Number of markets expanded: 1 – We've been selling produce & value-added products for producers at Saturday farmers market.
- v. Number of new markets established: 3 – We've been selling local produce to the Maunaloa FFVP, we facilitated the making and selling of pizzas with locally grown toppings, and we created a new market connection with an Oahu-based food truck.
- vi. Market sales increased by \$3,883.63 and increased by approximately 1% (of total produce sales on Molokai). As of September 30th, the MFH has sold \$2,168.50 in produce through the FFVP, approximately \$500 in goods at Saturday Markets, and about \$250 has been used to purchase local produce for pizza toppings. We have also sold \$965.13 worth of frozen passionfruit pulp to our off-island buyer. Lastly, we have facilitated the sales of approximately \$3,000 in pizzas, which is a different market from produce (i.e., prepared food). This resulted in \$545 of project income to the MFH.
- vii. Number of farmers/producers that have benefited from the project: 6
 - a. Percent Increase: 100%. This is a new project, with new markets/venues to sell through (our Saturday Market booth and FFVP), which means the baseline number was zero.

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?

- i. Yes, we reached a new business or market sector – our island schools. The first, Maunaloa Elementary School, serves the lowest income population on our island: 95% of the 56 students are part of the free and reduced National School Lunch Program. As mentioned, we were the vendor for their FFVP, which enabled us to reach those students – providing them with nutritious local produce, as well as school gardens and nutrition education, provided by our FoodCorps Members. For this new school year, we will be serving produce for the same program to Kaunakakai Elementary, which has 322 students, of which approximately 78% are part of the free and reduced National School Lunch Program. We have also partnered with the Catholic Parish, which provides backpacks of food to low-income families with extreme need. These backpacks are given out on Fridays, since that is when these are families do not have access to the food provided by schools. We partner with the Catholic Parish on initiatives to teach gardening, cooking, and nutrition education. One of our long-term goals for this partnership is to secure funding to include locally grown produce in the backpacks.

4. Discuss your community partnerships.

- i. Who are your community partners? Our primary community partners are our island farmers and schools. We also recently formed relationships with the Catholic Parish and

hope to partner with additional faith-based organizations. Lastly, we have started to put together a team of various community partners to help us move our island's local food movement forward. These partners so far include the Molokai Community Health Center, the State of Hawaii's Department of Health (Public Nurse on Molokai has been participating in meetings), Na Pu'u Wai (Native Hawaiian health organization), Alu Like (serves elderly Native Hawaiians), as well as teachers and farmers.

- ii. How have they contributed to the results you've already achieved? Two of our island elementary schools have hired us to be the vendor for their Fresh Fruit & Vegetable Program (Maunaloa last school year and Kaunakakai this year). The farmers have been willing to meet and understand what the opportunities are, and some have provided produce for the FFVP, Saturday Markets, and our off-island buyer. The partners listed as being part of the local food movement have done just that. We are currently meeting regularly to map out and implement a local food system plan, including community-wide meetings.
- iii. How will they contribute to future results? We aim to get all 4 of our elementary schools enrolled in the FFVP for the 2016-17 school year, and to be their vendor for the program. Hopefully the farmers will continue to grow and to expand their production. This would be a dramatic increase – from providing FFV for 60 students to over 700. In addition, having a network of community partners is key to moving the local food movement forward.

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

- i. Yes, throughout the program period we worked with Steven Chiang (& colleagues) as a contractor to help develop the MFH Business and Marketing Plan. Mr. Chiang is the Director of the Agribusiness Incubator Program at the University of Hawaii's College of Tropical Agricultural and Human Resources. They helped us to further develop and refine our MFH Business Plan. We also did bi-weekly teleconferences, during which they advised us on our progress and answer any related questions that they can.
- ii. We also worked with Bobby Takei and Ferrell Hughes of Hawaii Produce Xpress. We met with them in person, as well as on the phone numerous times, and they advised us on distribution practices, supplies, etc. They also helped us brainstorm the feasibility of a mobile farmers market on Molokai, for which they considered donating a refrigerated truck. One change with this contract was that they were not able to travel to Molokai as planned due to changes in their business (they expanded and were not able to leave), as well as Mr. Takei and his wife had a baby, which also affected his ability to travel. We instead used that money to pay for our project manager, Harmonee Williams, to travel to Oahu to meet with them there.

6. Have you publicized any results yet?*

We did not exactly publicize results, but we did do a few press releases and post flyers related to the overall program.

- i. If yes, how did you publicize the results? We submitted the press releases to our local newspaper, The Molokai Dispatch.
- ii. To whom did you publicize the results? Readers of the Dispatch.
- iii. How many stakeholders (i.e. people, entities) did you reach? Approximately 3,000.

*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 informally interviewed our clients.
- ii. What feedback was relayed (specific comments)? The Maunaloa Cafeteria Manager (she is also the Cafeteria Manager of the Molokai Middle & High School), Tika Kekahuna, has said she is pleased with our services, and happy to be able to support our local farmers. The farmers and value-added producers we have bought from (or for whom we have sold their products, acting as a “brokerage”) have told us they greatly appreciate our services.

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?
\$545.17 - it was added to our supply budget and used to purchase more office equipment, which included another computer, for our expanding MFH staff.

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).

Some of our lessons learned: (1) our mobile pizza oven is a great example of a unique or new idea (to our community) that got people to come to our booth at various event and hear what we were doing, and in some cases, to buy fresh local produce that we were selling along side of it. (2) The changes that we are trying to make – rebuilding a food system – take time. We have made some progress in this year, but there is much more to go. Part of what we’re trying to do is to spur lifestyle changes. It is helpful to understand local eating behaviors and patterns, in order to begin to understand how to change them.
- ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:

The main outcome that was not reached yet was to have \$10,000 flowing through the MFH. We did have almost \$4,000 in produce sales, along with approximately \$3,000 in pizza sales. However, we thought out \$10,000 estimate was conservative, and were somewhat disappointed that it was not reached. We have identified 3 main reasons for this. (1) When looking at “demand” for a place, you must differentiate between demand for local, which is considerably more expensive in Hawaii due to high cost of inputs, versus non-local (cheaper). (2) After doing a taste test of bananas with community members, we discovered that a considerable number of residents actually preferred the taste of imported bananas over Molokai-grown. This is most likely the case with numerous such FFV. (3) We/anyone cannot make farmers grow. We have shared the

market information and offered to assist in many ways, but this has not yet resulted in the product being grown. We need to continue to seek ways to support farmers in various ways.

- 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 interplay between local demand and local supply is a tricky one in our area. This is probably due largely to our low population numbers, low income population, and limited access to larger markets. We've tried collecting data on the demand for local products so we could share that information with farmers, and have had limited success. Many buyers are not looking for specific things; rather they are looking for the next trendy product, but are not usually sure what that is or will be. Farmers are interested in growing product, but not sure what to grow. Then, to grow at a decent scale (enough to make any money), you need upfront investment for basic infrastructure, such as irrigation, wind breaks, fencing, etc., which a farmer doesn't want to invest without some security in sales. It's been kind of a "chicken and egg" issue for us.

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.

While the LFPP grant helped us in numerous ways, one of the biggest things it gave us was funding that enabled our Project Manager to build relationships and attract resources. She established key relationships (detailed above) with community members and organizations, as well as with farmers and buyers. This is the foundation for our future growth. In addition, we were able to secure a USDA Community Food Projects grant, which includes funding for 3 years. This will enable us to continue to build our capacity, as we strive to get to financial sustainability.

- 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?

We have a detailed outline of next steps that we included in our CFP grant application. They include the following:

Goal 1) Increase availability and incorporation of fresh, healthy, locally grown foods into diets of our community, particularly low-income residents.

- Partner with island schools, churches, and MCHC WIC to: host classes and events focused on nutrition, cooking & eating more healthy, local produce;
- Recruit participants to participate in nutrition and cooking classes/events.
- Hire Procurement Specialist and Community Outreach Coordinator (PSCOC).
- Train PSCOC to set-up booth, contact farmers to supply produce, and coordinate supply of prepared and/or value-added products.
- Coordinate CSAs.

Goal 2) Increase the supply of Molokai-grown and produced products.

- Work with UH Extension Agent to recruit for his Beginning Farmers class.
- Work with High School to create career pathways to agriculture.
- Coordinate farmers to create an island-wide Production Plan.
- Support development of at least 5 new value-added businesses/products.
- Schedule workshops for taro & kiawe flour processing, invite community
- Secure taro growers and kiawe bean suppliers
- Purchase grinder and related processing equipment
- Marketing to off-island markets
- Connections made with Bobby Takei and other buyers
- Negotiate sales agreements

Goal 3) Develop a financially self-sustaining community food hub

- Brokerage software acquired
- Work with “early adopter” farmers to utilize website
- Promote website to community – individuals and institutions
- Train additional farmers to use system.
- Research the feasibility of various potential income streams to make MFH financially sustainable: value-added products, proteins (beef, deer, fish, eggs), prepared foods (cooked meals).
- MFH Manager to be coached on business development by local food business specialist, Local Orbit.
- Conduct a process and outcome program evaluation to assess achievement towards the program goals.