

**Farmers Market Promotion Program (FMPP)
Final Performance Report**

The final performance report summarizes the outcome of your FMPP award objectives. As stated in the FMPP Terms and Conditions, you will not be eligible for future FMPP or Local Food 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 FMPP 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 FMPP staff to avoid delays:

FMPP Phone: 202-690-4152; Email: USDAFMPPQuestions@ams.usda.gov; Fax: 202-690-4152

Should you need to mail your documents via hard copy, contact FMPP staff to obtain mailing instructions.

Report Date Range: <i>(e.g. September 30, 20XX-September 29, 20XX)</i>	May 30, 2016 - October 31, 2016
Authorized Representative Name:	Samantha Kramer
Authorized Representative Phone:	5737652500
Authorized Representative Email:	eating.green@pcsw.org
Recipient Organization Name:	Pulaski County Sheltered Workshop's Farmers' Market at Fort Leonard Wood
Project Title as Stated on Grant Agreement:	Fort Leonard Wood Farmers' Market: Expansion Through Innovative Training and Outreach
Grant Agreement Number: <i>(e.g. 14-FMPPX-XX-XXXX)</i>	15FMPPMO0051
Year Grant was Awarded:	2015
Project City/State:	Richland, Missouri
Total Awarded Budget:	\$82624.55

FMPP 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:

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 FMPP 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: To increase access to fresh, local, and healthy foods through a more frequent market, a mobile farm stand, and through the acceptance of SNAP benefits.

a. Progress Made: All activities listed with the exception of five and 6 were undertaken and successfully implemented. Our Market dates were expanded from just one monthly to bi-monthly and as a result, greater access to local, healthy foods was provided to the community at Fort Leonard Wood (classified as a food desert) and our local participating farmer vendors increased total Market season gross profits by over 65%. Activity five -- to increase SNAP usage at our Market -- was not met and the reasons for this, as we've learned, are simple. Through customer surveys and meetings with officials on FLW, we learned that active duty service-men and -women are reluctant to utilize SNAP benefits at an open air market due to the stigmatization of SNAP benefits among that community. Another noteworthy issue that affected our successfully accomplishing activity five was that while SNAP usage at military installation commissaries increased over the years of 2010 to 2013, usage decreased by nearly 23% during FY 2014 and '15. Overcoming these two significant issues meant that we were not able to increase SNAP usage at our Market during the 2016 season.

Further, because our Market and grant management staff here at PCSW were committed to purchasing only USA-made and more specifically, locally made goods, the completion of our Mobile Market was delayed. While it would have been possible to simply purchase a suitable unit at a dealership, we chose instead to create a further job and employ a local in the completion of this activity. While another job was created for this purpose that also meant that we were not able to deploy the Mobile Market during the 2016 season. However, we made great efforts to establish new partnerships (most notably, with the Missouri Department of Agriculture and AgriMissouri) that will help to utilize the Mobile Market during the 2016 off season and the 2017 market season in a profitable manner while creating another market opportunity for local farmers.

b. Impact on Community: The community that our grant targeted is unique being that the majority of patrons transition quickly from installation to installation. With that being said, habits are hard to form and best practices difficult to influence when it comes to creating healthy habits like purchasing items at a farmers' market. However, we meaningfully engaged with the only organization on the post that could facilitate the market on Fort Leonard Wood. With their support, the community had more options for local, fresh produce where non-existed before. Local farmers were approached and asked to participate in the market, allowing us to encourage the community to come meet local businesses and producers that, on average, drove less than 34 miles to bring their goods to market. Additionally, we connected with children throughout the market dates, from handing out free green bean seeds to engaging them through educational demonstrations like worm composting. We also impacted the community by hiring four individuals, two of which are veterans.

- ii. Goal/Objective 2: To train disabled PCSW employees to staff our market and farm stand, in an effort to grow and expand both.
 - a. Progress Made: All activities associated with this objective were accomplished and as such, PCSW developed training curriculum, to include goals and benchmarks that trained over 10 disabled individuals and gave them the skills necessary to staff both our Mobile Market and our Farm to Market consignment booth at the Farmers ' Market. Thanks to our Farm to Market consignment program implemented through this grant, two local producers were able to realize over \$1000 in additional profits even though they were not able to attend Market.
 - b. Impact on Community: The Fort Leonard Wood community was given greater access to local, healthy foods through our Farm to Market consignment program, staffed by properly trained PCSW employees. Over the course of our 2016 Market season, greater access to healthy foods was achieved by enabling local producers to have their product at seven separate Market dates despite their physical unavailability.
- iii. Goal/Objective 3: To provide therapeutic, beneficial activity to our disabled employees through social interaction, outdoor work at our market and farm stand and to increase the awareness and understanding of the importance of healthy foods by engaging them with both.
 - a. Progress Made: All activities associated with this objective were met. As such, over 50 disabled individuals were engaged in meaningful training, supported by research and noted best practices that enabled them to make healthier food choices but to engage in work at a higher wage that took place out in the community. Overall, we engaged three certified disabled employees in work paying minimum wage (as opposed to "sub-minimum wage"), creating three new jobs.
 - b. Impact on Community: The community supported the work of disabled employees by frequenting the social media sites and engaging with PCSW. Information dissemination with multiple local newspapers allowed the community an inside look on how the agricultural endeavors undertaken by PCSW were benefitting employees on a therapeutic level.
- iv. Goal/Objective 4: To conduct outreach for our project and markets in an effort to engage and educate our community on the availability and health benefits of local foods. To this end, we will consult with and secure the support of local organizations, including the Sustainable Ozarks Partnership, gardening and farming groups in the area, and FLW's Community Wellness Program, among others.
 - a. Progress Made: We believe that three of the three activities associated with this objective were accomplished -- our Market gained support from outside, local organizations that furthered our work to increase the availability of local foods at FLW and the Market developed methods that allowed us to gauge community participation and enthusiasm, which allowed us to tailor our efforts to increase sales and attendance at the Farmers' Market. The second activity -- to expand the reach of the Farmers' Market outside the walls of the Installation -- was not fully accomplished because we found the full scope of this activity too large to undertake in a single year but Market staff did engage in hosting and participating in other public events unrelated to the Market and saw increased sales and attendance due to these efforts. Additionally, market management focused on social media engagement, seeing an increase in engagement over last year with frequent posts on the

Market's facebook page, updates to the Market's website, and bimonthly email newsletters, along with a text messaging service. This allowed the market to communicate with important stakeholders on different intimate levels, from disseminating information to responding to a customer's positive review of the market. To add, our participation in a large Earth Day event that garnered over 2,000 attendees, Installation Strategic Sustainability Planning meetings (ISSP) with leading officials both on the installation and in the surrounding communities, and meetings with FLW's main hospital, did work towards creating a greater knowledge of the Market's existence on the Installation and educating the public on its' benefits. The connections made at multiple conferences helped increase management knowledge and networking throughout the state. Additionally, the assistant market manager attended local chamber meetings, encouraging local business owners and managers to attend the market in a way to support local businesses and to increase consumption of healthy, local food.

b. Impact on Community: Many community and installation leaders frequented the market, to include the deputy garrison commander of Fort Leonard Wood. Additionally, by opening the door to analyze local food systems, these partnerships have created opportunities for local producers and businesses to possibly find their items in grocery stores and other outlets.

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: 21. This includes jobs created at PCSW to support the Market (five total, three of which were disabled employees previously working at sub-minimum wage), six jobs created for local producers who had never before participated in selling their goods, and 10 positions at the PCSW Market Farm that were possible given the existence of our Market at FLW. We surpassed the goal set forth in our proposal by 11 new jobs.
 - ii. Number of jobs retained: In total, our grant work retained 10 positions to include nine returning farmers' market vendors and the Market Manager funded through the grant.
 - iii. Number of indirect jobs created: 16 -- Reported individuals, businesses, or farms that received compensation indirectly due to the existence of our Market.
 - iv. Number of markets expanded: One.
 - v. Number of new markets established: Zero.
 - vi. Market sales increased by \$10483.20 and increased by 68%.
 - vii. Number of farmers/producers that have benefited from the project: 25.
 - a. Percent Increase: 67%
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? Indeed! Through a more frequent Market, we expanded our low access population customer base and as a result, local producer profits increased by 106% per vendor per each bi-monthly Market date. This was accomplished by attending quarterly ISSP meetings and disseminating information to nearly every office and organization on the Installation, social media advertising and strategic marketing campaigns, and in person meetings with organizations on the Installation charged with bettering the health of the population (e.g. GLWACH, the Health Promotion team) resulting in increased awareness of the Market within the FLW population. The result is seen through an increase in every profit measure observed for our local producers and in increased attendance and

engagement at the Farmers' Market.

4. Discuss your community partnerships.
 - i. Who are your community partners? The Sustainable Ozarks Partnership, The Army Wellness Center, Fort Leonard Wood's Directorate of Family, Morale, Welfare, and Recreation, and the Center for Sustainable Solutions (leader of the Installation's ISSP).
 - ii. How have they contributed to the overall results of the FMPP project? Absolutely! FMWR serves as the mechanism by which the Farmers' Market is made possible on an active military installation and the organization, along with SOP, provides valuable marketing and promotion for the Market. Further, the Center for Sustainable Solutions provides access to the ISSP process at FLW during which Market staff are able to address, discuss, and solve issues regarding attendance, customer base identification, proper targeted marketing, and other unique concerns of a farmers' market operating on a military installation.
 - iii. How will they continue to contribute to your project's future activities, beyond the performance period of this FMPP grant? All aforementioned entities are committed to the success of the Farmers' Market at FLW and aside from most being represented on our Market Board, all have pledged continued, ongoing, and meaningful support to both the Market and local food systems work in the region.
 5. Are you using contractors to conduct the work? If so, how did their work contribute to the results of the FMPP project? Our grant work did not utilize contractors.
 6. Have you publicized any results yet?*
 - i. If yes, how did you publicize the results? Market staff discussed the results at the ISSP meeting in October, to be included in accomplishments of FY16 within the US Army Fort Leonard Wood Installation Strategic Sustainability 25 year plan.
 - ii. To whom did you publicize the results? Members of ISSP.
 - iii. How many stakeholders (i.e. people, entities) did you reach? 40 stakeholders which includes both individuals and entities.
- *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?
 - i. If so, how did you collect the information? We collected information through customer surveys both in person at Market and through social media, meetings with officials at FLW through the ISSP, vendors through verbal interviews and fact-finding meetings and through the installation's feedback software made available through a QR code.
 - ii. What feedback was relayed (specific comments)? The Farmers' Market at Fort Leonard Wood received feedback regarding suggestions on market scheduling, types of vendors desired at the market, and positive feedback about the existence of a farmers' market on an installation. A community planner stated that the existence of the farmers' market led to the receipt of an award for the installation and contributed to FLW receiving the distinction of being a Great Defense Community. For example, in one social media survey, we asked what other types of vendors the patrons would like to meet at the farmers' market and the most voters indicated that they would like to see

crafts at the market.

8. Budget Summary:

- i. As part of the FMPP 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?
 - a. If yes, how much was generated and how was it used to further the objectives of the award? Slightly over \$1400 was generated from this project through reasonable vendor fees charged at the Farmers' Market at FLW. Going forward, this income will be used to further promote and grow the Market in the coming 2017 season.

9. Lessons Learned:

- a. 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). Community and Marketing- We learned that many installation members want access to local food options but they do not have access to readily available information about these options, nor the desire to travel very far just to merely check a box that they bought local produce. We learned that if we have the capabilities, we can bring the readily available foods to them and hope to see this fully fleshed out in the 2017 market season with the steady implementation of the Market Stand. We learned how to maneuver through military regulations as a non-military entity, receiving support from enthusiastic and engaged partners. We learned that different groups see the importance of farmers' market for different reasons, and we were able to leverage that knowledge with pulling off a huge market festival at the end of the market season and we will continue to use this knowledge to improve the markets' reach.
 - b. Disabled Employees- We learned the challenges of overcoming barriers for varying disabilities, focusing on the abilities of each individual and how these abilities could best serve the individual, the Market, and the community at large. We were impressed by the willingness of these producers to learn new skills and use those skills in new settings. We learned specific entity based challenges when working in the agriculture industry.
 - c. Increasing Market Staff- We learned the power of volunteering with the aid of helpful volunteers that helped us go above and beyond reaching some of our goals. For example, the market manager was able to add more outlets for information dissemination through the volunteer work of an assistant market manager and a volunteer coordinator on the FLW installation.
 - d. Strategic Planning- Management learned that the team worked better if they knew they could complete a goal to the best of their abilities, improving the overall quality of life for employees and community members, rather than trying to complete all of the activities set out in the grant proposal. Although these activities were not completed, they were initiated and market management feels confident that these initiatives will be completed by the end of FY2017 season.
- ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving: As noted above, we did not achieve the implementation of a market stand in the same year as increasing the number of markets. To expedite problem-solving, management is engaging more staff at the

Pulaski County Sheltered Workshop to encourage more support to deliver results for more planning intensive initiatives. To add, more market research should be conducted on the targeted audiences, i.e. the use of SNAP benefits by military shoppers. In regards to the lofty goal about expanding the reach off the FLW military installation.

- 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: As one might assume, farmers' markets located on military installations are rare, unique, and complicated. Regulations for such an endeavor on an installation are much more stringent and lengthy than the state of Missouri might require but in the end, markets on military installations can be just as profitable and worthwhile. We have learned that planning and partnerships really seem to be the key to success with such a unique project and that a market like this one will most definitely required paid management to survive and thrive -- as with all farmers' market, chances of success are greater with a paid market manager as opposed to volunteer staff but in analyzing our data and time spent at the end of a successful season, it's hard to envision a path to success for a market like ours without dedicated, paid staff.

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. We already have market dates in mind to verify with installation leaders for the FY2017 season which will continue the work beyond the performance period. We look to create four more jobs by creating a community kitchen in Richland. Additionally, we will implement the mobile market stand, increasing access to local foods across the county with different stand locations through the week during the grow season. This will increase sales, the number of people reached, and increase the community impact. We also look to help increase the use of SNAP benefits by doing market research and finding out where low income, disadvantaged and minority shoppers congregate/live so that we can offer best options and disseminate knowledge about using SNAP benefits for purchasing healthy, local options. We also anticipate increasing sales with the addition of a multi-farm CSA that will run on the opposite weeks of the farmers' market.
- 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? The day after our 2016 Market season ended, we began planning for the 2017 season, and will continue to pursue the same goals -- greater access to local, healthy foods, while managing to ensure the local farmers is paid equitably for their work to bring such goods from farm to table. Additional research regarding actual schedules of both civilian employees and active duty personnel on the Installation will certainly be necessary to ascertain whether we are reaching the greatest share of our potential customer base for the 2017 season and plans have already been made to assess how many people are part of that customer base and during what hours they are on the Installation. Meeting this future goal will certainly help to increase sales over the 2017 season, along with activities planned to implement a CSA program at the Farmers' Market.