

FARMERS' MARKET AND LOCAL FOOD PROMOTION PROGRAM (FMLFPP)  
Final Performance Report  
16FMPPMO0050- PULASKI COUNTY SHELTERED WORKSHOP

<b>Report Date Range:</b> <i>(e.g. October 1, 2016 -September 30, 2017)</i>	September 30, 2016 to August 03, 2017
<b>Date Report Submitted</b>	June 13, 2018
<b>Grant Agreement Number:</b> <i>(e.g. 14-LFPPX-XX-XXXX)</i>	16FMPPMO0050
<b>Recipient Organization Name:</b>	Pulaski County Sheltered Workshop
<b>Project Title as Stated on Grant Agreement:</b>	Harvested Here: Building New Sustainable Markets for Local Small and Disadvantaged Farmers Through a Multi-Farm CSA, Beginning Farmer Training and Mentorship, Community CSA Kitchen
<b>Authorized Representative Name:</b>	Lacie Karr, General Manager PCSW
<b>Authorized Representative Phone:</b>	Lacie Karr, (573) 765-2500
<b>Authorized Representative Email:</b>	<a href="mailto:Pcsw2@outlook.com">Pcsw2@outlook.com</a>
<b>Year Grant was Awarded:</b>	2016
<b>Amount of Award:</b>	\$137,814.45

FMLFPP 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: \_\_\_\_\_

- Executive Summary—The Farmers' Market at Fort Leonard opened in 2015 as part of Fort Leonard Wood's Installation Strategic Sustainability Planning<sup>1</sup> 2efforts. Now in its second year, the market, managed by a non-profit organization, the Pulaski County Sheltered Workshop (PCSW), is an innovative partnership between local producers, the military and civilian community of Fort Leonard Wood, and the surrounding communities. This project, "Harvested Here: Building New, Sustainable Markets for Local Small and Disadvantaged Farmers Through a Multi-Farm CSA, Beginning Farmer Training and Mentorship, and a Community CSA Kitchen", will build upon food systems studies in the Missouri Ozarks region<sup>34</sup> by assessing local producers' abilities to scale up production to meet targeted consumer demand and will build upon the farmer markets' efforts to eliminate Pulaski County's food insecurity by diversifying and increasing the availability and affordability of local foods. Additionally, this CSA would greatly improve local markets for small and beginning farmers, with potential to seriously alleviate noted barriers to entry by aggregating, processing, marketing, and storing local products for producers in a Community CSA Kitchen. To bolster marketability, this project will research and implement emerging markets-based vocational training, technical assistance, and mentorship for local producers wishing to scale up but who lack resources.

2. Please provide the approved project's objectives:

Objectives		Completed	
		Yes	No*
1	Assess the ability of local and regional producers to meet the defined consumer demand and initiate Harvested Here CSA planning and projected implementation during the 2017 Farmers Market season. Build upon the Farmers Market at Ft. Leonard Woods Success and create additional new markets for small and beginning producers while addressing food insecurity.		X
2	Utilize published extension guides, current research and data, local statistics and consumer feedback to develop an effective, community and farm driven approach to vocational training, technical and marketing assistance and mentorship in order to empower beginning and small farmers to scale up production in sustainable ways to meet consumer demand and return greater profits.		X
3	Plan, implement and market the CSA Community Kitchen for supported efforts of the Harvested Here CSA.	X	

*\*If no is selected for any of the listed objectives, you must expand upon this in the challenges section.*

3. List your accomplishments for the project's performance period and indicate how these accomplishments assisted in the fulfillment of your project's objectives. Please include additional objectives approved by FMLFPP during the grant performance period, and highlight the impact that activities had on the project's beneficiaries.

Accomplishments	Relevance to Objective, Outcome, and/or Indicator
Aided and provided guidance to producers when developing the content of the 2017 CSA shares, based on best practices, market climate, and most profitable models.	Objective 1- Assistance was provided to all 5 CSA producers as we were developing model for content to be added to boxes.
Instituted new programming at the FLW Farmers Market (one CSA Distribution site)	Objective 1- Maintained two CSA distribution sites. (FLW Farmers Market & PCSW Workshop for local Richland Customers)
Work with local organizations and businesses to promote and grow the harvested here CSA, based on benefits to the community, our health and food security issues.	Objective 1- Formed new local partnerships such as the Richland Farmers Market to organize their own CSA boxes to be called Richland Food Boxes to be purchased by local Richlanders.
Purchase and install necessary equipment for the CSA Community Kitchen. Make available to CSA producers.	Objective 3- Formulated & created the CSA Harvested Here Community Kitchen, offering a one stop unit for packaging, storage and distribution of CSA products for producers.

Challenges (Issues)	Corrective Actions and/or Project Changes (s)
Change in Key Personnel	<p>The Pulaski County Sheltered Workshop experienced four changes in Key Personnel, such as: General Manager, Marketing Coordinator, Training Coordinator and Grant Administrator.</p> <p>Due to unforeseen circumstances that occurred, we were unable to complete the grant and had to close it out early. As a result of our Grant Administrator having to withdraw from the project this grant defaulted to the General Manager. Due to lack of shared knowledge, expansion and growth of The Pulaski County Sheltered Workshop aside from this grant, and time constraints, the PCSW Board of Directors cultivated a plan for the best way to proceed without the Key Personnel. Therefore, determining that the corrective action would be to terminate the project.</p>
Overall Business Concept	<p>Although the CSA project was a great idea and successful in some ways, PCSW found it extremely difficult to cultivate a training program for our 40 differently-abled individuals. Although they wanted to learn we simply did not have enough resources or time to devote to teaching them about the full aspects of the CSA project as we had several other contracts that had to be fulfilled and run on a deadline.</p>
Assessing the current ability of local producers within a 200-mile radius to meet the defined consumer demand and analyze data to determine extent of need for new farmer recruitment to create and implement a diverse offering of local foods through the multi farm harvested here CSA.	<p>The Pulaski County Sheltered Workshop found that we had unrealistic expectations with setting this as Objective 1. Due to those expectations, we were unable to meet our goals &amp; activities that we had set forth to accomplish.</p>
Utilize the wealth of available training and Extension materials, current research and data, local statistics, and consumer and public surveys to develop effective, community and farm driven approach to vocational training, technical and marketing assistance, and mentorship in order to empower beginning and small farmers to scale up production in sustainable ways to meet consumer demand and return greater profits.	<p>Once again, we found that this was an unrealistic expectation mainly due to the fact that we are a very rural area and the resources for training materials, research data, local statistics, consumer and public surveys are simply not available to us in such a rural area. We did attempt to do a vocational training program with of differently abled (disadvantaged Farmers) individuals here at the Pulaski County Sheltered Workshop; however, the capability for them to retain the information and stay focused on the topic was impossible.</p>

4. Please list any challenges experienced during the project’s period of performance. Provide the corrective actions taken to address these issues.

Listed Above

5. Quantify the overall progress on the outcomes and indicators of your project. Include further explanation if necessary.

**Outcome 1: To Increase consumption of and access to locally and regionally produced agricultural products.**

Indicator	Description	Number
<b>1.</b>	<b>Total number of consumers, farm and ranch operations, or wholesale buyers reached</b>	
1.a.	The number that gained knowledge on how to buy or sell local/regional food OR aggregate, store, produce, and/or distribute local/regional food	Unknown
1.b.	The number that reported an intention to buy or sell local/regional food OR aggregate, store, produce, and/or distribute local/regional food	Unknown
1.c.	The number that reported buying, selling, consuming more or supporting the consumption of local/regional food that they aggregate, store, produce, and/or distribute	Unknown
<b>2.</b>	<b>Total number of individuals (culinary professionals, institutional kitchens, entrepreneurs such as kitchen incubators/shared-use kitchens, etc.) reached</b>	
2.a.	The number that gained knowledge on how to access, produce, prepare, and/or preserve locally and regionally produced agricultural products	Unknown
2.b.	The number that reported an intention to access, produce, prepare, and/or preserve locally and regionally produced agricultural products	Unknown
2.c.	The number that reported supplementing their diets with locally and regionally produced agricultural products that they produced, prepared, preserved, and/or obtained	Unknown

**Outcome 2: Increase Customers and sales of local and regional agricultural products.**

Indicator	Description	Number
<b>1.</b>	<b>Sales increased as a result of marketing and/or promotion activities during the project performance period.</b>	
	Original Sales Amount (in dollars)	0
	Resulted Sales Amount (in dollars)	\$1,105
	Percent Change $((n_{\text{final}} - n_{\text{initial}}) / n_{\text{initial}}) * 100 = \% \text{ change}$	N/A*
<b>2.</b>	<b>Customer counts increased during the project performance period.</b>	
	Original Customer Count	0
	Resulted Customer Count	7
	Percent Change $((n_{\text{final}} - n_{\text{initial}}) / n_{\text{initial}}) * 100 = \% \text{ change}$	N/A*

\*N/A because there were no previous CSA Sales or Customer Counts

**Outcome 3: Develop new market opportunities for farm and ranch operations serving local markets.**

Indicator	Description	Number
<b>1.</b>	<b>Number of new and/or existing delivery systems/access points of those reached that expanded and/or improved offerings of</b>	
<b>1.a.</b>	Farmers markets farmers market, FLW & Richland	2
<b>1.b.</b>	Roadside stands roadside stands	0
<b>1.c.</b>	Community supported agriculture programs CSA	1
<b>1.d.</b>	Agritourism activities Agritourism Activities	0
<b>1.e.</b>	Other direct producer-to-consumer market opportunities created	0
<b>1.f.</b>	Local and regional Food Business Enterprises that process, aggregate, distribute, or store locally and regionally produced agricultural	0
Indicator	Description	Number
<b>2.</b>	<b>Number of local and regional farmers and ranchers, processors, aggregators, and/or distributors that reported:</b>	
<b>2.a.</b>	An increase in revenue expressed in dollars	\$1,105
<b>2.b.</b>	A gained knowledge about new market opportunities through technical assistance and education programs	Unknown
<b>3.</b>	<b>Number of:</b>	
<b>3.a.</b>	New rural/urban careers created (Difference between "jobs" and "careers": jobs are net gain of paid employment; new businesses created or adopted can indicate new careers)	Unknown
<b>3.b.</b>	Jobs maintained/created: 2 jobs created for disabled individuals	2
<b>3.c.</b>	New beginning farmers who went into local/regional food production	Unknown
<b>3.d.</b>	Socially disadvantaged famers who went into local/regional food production	Unknown
<b>3.e.</b>	Business plans developed	Unknown

**Outcome 4: Improve the food safety of locally and regionally produced agricultural products.**

*Only applicable to projects focused on food safety!*

Indicator	Description	Number
<b>1.</b>	Number of individuals who learned about prevention, detection, control, and intervention food safety practices	Unknown
<b>2.</b>	Number of those individuals who reported increasing their food safety skills and knowledge	Unknown
<b>3.</b>	Number of growers or producers who obtained on-farm food safety certifications (such as Good Agricultural Practices or Good Handling Practices)	3

**Outcome 5: Quantify the overall progress on this outcome indicator based on relevant project activities not covered above.**

*This indicator must reflect the project narrative's required additional outcome indicator.*

6. Discuss your community partnerships (include applicant staff and external partners).
  - i. Who were your community partners? Farmers Market @ FLW, Richland Farmers Market, Pulaski County Sheltered Workshop, Sustainable Ozarks Partnerships, Center

for Sustainable Solutions.

- ii. How did they contribute to the overall results of the FMLFPP project? The Pulaski County Sheltered Workshop provided the HUB for the CSA Community Kitchen & the staff. Ron Shelfors with SOP provided expertise on local food systems. Kevin Palmer provided guidance as to navigating the community partnerships at FLW.
  - iii. How will they continue to contribute to your project’s future activities, beyond the performance period of this FMLFPP grant? Not Applicable as we will not be continuing any future CSA projects.
  - iv. What feedback have the partners provided (specific comments) about the results of the project? We did not receive any feedback from our partnerships as the grant ended before grant term was up due to lack of staff to fulfill the grant.
7. How do you plan to publicize the results?
- i. To whom (i.e. people, entities) do you plan to publicize the project results? PCSW will be publishing results to the Pulaski County Sheltered Workshop Board of Directors as well as the SB40 Board of Directors for Pulaski County.
  - ii. When do you plan to publicize the results? We will not publish results until we receive final confirmation of grant closeout.
  - iii. \*If you have publicized the results, please 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).
8. Have you collected any feedback from your community and additional stakeholders about your work? No, we have not.
- i. If so, how did you collect the information?
  - ii. What feedback was relayed (specific comments)?
9. 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:  Yes
  - ii. Did the project generate any income? Yes  No
  - iii. In the table below include the total amount of **federal funds spent** during the grant performance period (**Do not** include matching or in-kind contributions):

Categories	Amount Approved in Budget	Actual Federal Expenditures (Federal Funds ONLY)
Personnel:	\$68,846.00	\$48743.87
Fringe:	\$961.88	\$4547.59
Contractual:	\$3496.68	\$0
Equipment:	\$31626.98	\$7403.71
Travel:	\$1941.00	\$0
Supplies:	\$1675.19	\$451.48
Other:	\$15406.82	\$960.90
Indirect Costs:	\$14644.40	\$6210.76
<b>TOTAL:</b>	<b>\$138598.95</b>	<b>\$68318.31</b>

- iv. **ONLY for LFPP recipients:** Provide the amount of matching funds/in-kind contributions used during the grant performance period.

Categories	Match Approved in Budget	Actual Match Expenditures
Personnel:		

Fringe:		
Contractual:		
Equipment:		
Travel:		
Supplies:		
Other:		
Indirect Costs:		
<b>TOTAL:</b>		

10. Lessons Learned:

Lessons Learned: The Harvested Here, Building New Sustainable Markets for Local Small and Disadvantaged Farmers through a Multi Farm CS, Beginning Farmer Training and Mentorship, and Community Kitchen CSA has been a huge lesson learned for us here at PCSW. There were many obstacles that we ran into and we hope that future grantees can learn from our mishaps and many unforeseen circumstances and unrealistic expectations for such a rural area.

The biggest lesson that we learned was that the knowledge of the grant needs to be shared with more than just one staff member. With the four changes in key personnel we experienced each time we had to re-evaluate job duties. With PCSW being a small non-profit the amount of staff that we had to carry out the tasks that needed to be completed was not sufficient nor was the knowledge of our staff sufficient for the objectives and goals of this grant.

Another major lesson we learned was that we cannot set unrealistic expectations for ourselves. Our numbers that we set forth to accomplish were too high for our rural area that we deal with on a day to day basis. Although, we had the avenue to use the farmer market at FLW to distribute information about the CSA and make that a distribution site, we were still very unsuccessful in collecting data as to what our consumers wanted. There was no test run done on a CSA in this area, so we had nothing to compare our results to. The project outcomes could not be fully captured due to the early termination of the project due to all of the unforeseen circumstances that we acquired during this period of time. A hard but strong lesson learned is to be realistic with numbers in rural locations.

11. Future Work:

- i. How will you continue the work of this project beyond this grant? We will not be continuing work of this project beyond this grant. We will keep our Community Kitchen as it is already Health Department inspected and it will be available to local farmers and participants of the Richlands Farmers Market to us as needed. However, as of 8/03/2017 we halted CSA distribution and do not plan on starting that project 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? N/A