

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>	FINAL REPORT: September 30, 2015 – September 30, 2017
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Recipient Organization Name:	Good Natured Family Farms
Project Title as Stated on Grant Agreement:	Expand & Revitalize Good Natured Family Farms
Grant Agreement Number: <i>(e.g. 14-LFPPX-XX-XXXX)</i>	15LFPPKS0074
Year Grant was Awarded:	2015
Project City/State:	Bronson, KS
Total Awarded Budget:	\$98,823

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: Diana Endicott; Email: allnatural@ckt.net; Phone: 620-768-9007

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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 sales of local foods in the Kansas City Area

a. Progress Made: Increased sales in existing stores, especially due to the following specific LFPP activities: New labeling and signage for local bison. New labeling, POP display, and consumer flyer for local honey. New POP materials for local produce, local Amish preserves, and local milk. There has also been an increase in sales due to acquisition of new retailers, specifically Dillon’s (Kroger) and Natural Grocers in Lawrence and Topeka, expanding the reach of GNFF local products into these underserved communities. Sales materials developed with LFPP funds were important in acquiring these new accounts and in communicating the GNFF local message to new retail customers. Extensive work by GNFF and local beef producer Steve Buerge has resulted in a USDA approved “Grass Fed and Finished” label for local beef. This has resulted in heavy inclusion of GNFF Grass Fed Beef into the menu of new progressive KC restaurant “Chicken and Pickle”, with a second location opening soon in Wichita, KS. The new beef label had resulted in GNFF local beef being more entrenched into the local Hen House markets as well as expansion (current and pending) into additional Price Chopper grocery stores (the largest grocer in Kansas City). GNFF local milk is now being processed and distributed by large local dairy company Hiland. This makes the milk available to a much larger number of stores via Hiland’s sales and distribution force. LFPP funds, combined with GNFF matching funds were used to hire personnel for distribution, sales, and maintenance of new and existing accounts. This had a very positive impact on sales and it is anticipated that the increased sales volume will enable GNFF to retain at least one full time person after the grant expires.

b. Impact on Community: As sales increase, consumers and producers both benefit. Consumers generally support locally produced food but often don’t have a convenient, trusted, affordable source. GNFF’s expansion into new and existing stores helps solve this problem, thus enabling consumers to reap the benefits of local food. Additionally, producers benefit from an expanded market for their products. In most cases, their fixed costs have been met – so additional production to meet local demand increases the financial sustainability of these farms as well as their ability to hire more workers. The estimated total volume of \$1.5 million dollars supports jobs on the farms, in the stores, and within GNFF.

ii. Goal/Objective 2: Improve local consumer awareness of the GNFF brand and what it stands for

a. Progress Made: Internally, the GNFF website was redone to make it less cumbersome, cleaner, more modern, and much more accessible through mobile devices. E-commerce is still lacking, but less important when the emphasis is on local and there is such a large network of brick and mortar stores with GNFF products. Internally, and through contracted services, a complete marketing folder was developed. The folder contains a 2-sided sheet for each GNFF local product/program. Although, they were developed for the wholesale customer, each sheet easily adapts for the consumer and the sheets have been used both ways. These folders and sell sheets have been used to re-introduce/clarify the GNFF line to the 30+ Ball’s stores and also used successfully to establish 3 additional grocery chains as GNFF retailers. Sales presentations are now much clearer and make a great impression. The materials, developed with the use of LFPP funds will be used extensively as GNFF grows its presence in Kansas City and continues to establish a footprint in St. Louis. Improved POP materials and store displays have also been developed and placed into multiple stores. Some of the new POP is printed traditionally - and

some is new generation signage developed via 3D printing – partially funded by LFPP funds. Several displays have been built and placed into local stores, including several that previously did not carry GNFF products. These are attractive and sturdy displays that all have the same rustic look so that customers learn to associate these displays with GNFF and with quality products from small local family farms. As matching funds from GNFF to support the LFPP project, GNFF hired the services of a local marketing firm with expertise in social media, specifically Facebook. As a result, GNFF's Facebook presence has improved dramatically, with hundreds of new followers and more engaging and consistent content. This made it possible for growers' stories to be more effectively shared with consumers. Consumers who follow GNFF on Facebook are now more informed and are also more likely to have confidence and awareness of the GNFF local program and producer alliance when they make their purchase decisions.

b. Impact on Community: GNFF is the premier local food provider in the Kansas City area. Improved brand awareness helps consumers locate and purchase the highest quality local products. It also help with consumer confidence so that they can avoid the pitfalls of sometimes questionable bandwagon "local" programs. The GNFF products are generally from farms closer to KC than most others. They are also from small family farms, not corporations. All of the GNFF farms meet national Buy Fresh Buy Local criteria. These farms benefit when consumers recognize the true product quality and are confident that their purchases have the intended financial impact locally. Although not directly related to LFPP funds, everything that GNFF does remains partially rooted in making healthy, high quality food more available to vulnerable populations. GNFF operate a "Good Natured Market" in the Kansas City urban core. The same products and programs are available here but at lower prices. This is accomplished by partnerships with over a dozen local churches. GNFF has also been recognized for its creativity and effectiveness in implementing Farm to School programs and "Workplace Wellness" CSA programs that have provided local food to thousands of people in Kansas City.

iii. Goal/Objective 3: Develop and print new full-color, professional local producer and product book and cookbook

a. Progress Made: The product book and the cookbook have been completed. The product book has been used to land new accounts and the cookbook is being sold in 11 local stores, as well as being distributed to 140 GNFF CSA members. Both items are professional and high quality. The cookbook has been donated to families in the urban core to help them improve their ability to include increasingly available local food items into their meal planning.

b. Impact on Community: The cookbook helps the consumption (and therefore sales) of local products by increasing the opportunities that consumers have to use local products. All of the recipes were selected for healthfulness as well as ease of preparation. Therefore increasing its usability. Incorporating health into the cookbook gives it more value to the community. The cookbook is given for free to vulnerable populations that shop at the Good Natured Market – a separate GNFF project that provides local food in a Kansas City food desert. Combined with cooking classes sponsored by GNFF, the result is an increase in the number of families preparing affordable healthy meals that highlight locally produced food items.

iv. Goal/Objective 4: Create collection of short videos, farmer photos, product photos

a. Progress Made: The product photos have been completed. The professional images were used in the creation of the aforementioned product sell sheets. Some were also used for online sales, CSA newsletters, advertisements, Facebook and more. After the USDA approved the grass fed and finished beef label, GNFF worked with Ball's Foods to create professional videos promoting the beef producer and the benefits/methods of this superior local product.

b. Impact on Community: Consumers today have info at their fingertips nearly 24-7. Companies that are unable to take advantage of this "tool" will struggle to do well. In reality, the

competition is not just the other food producers - but also everyone in front of the consumer who is competing for their dollars. GNFF has a winning product and a great “story”, but it must be shared with the consumer in order to generate the sales necessary to sustain and grow the brand and the company. The farm videos will be used to educate consumers about how and where their food is produced. These videos will be used on product signs and labels (via QR codes) as well as in-store displays, GNFF website, Facebook, and the GNFF YouTube channel. Consumers will be more likely to buy and use local foods.

- v. Goal/Objective 5: Increased effort at maintaining existing local product in stores and expand into additional stores
 - a. Progress Made: GNFF has an improved presence in every store that they were already in at the beginning of the LFPP grant. This is due to employing people to maintain the brand’s presence and also to make deliveries and sales calls as necessary. GNFF also has worked out an arrangement with the Ball’s Central Warehouse to inventory more GNFF products. This is a huge advantage because Ball’s sends trucks from the warehouse to each store multiple times per week. This arrangement was only possible because of the effort made (with help from GNFF funds) to visit each store and freshen or replace every display, and then sign it with the new POP materials. In addition to the 11 Hen House Markets, GNFF has also been able to expand into Ball’s Price Chopper format and other stores outside of Ball’s.
 - b. Impact on Community: The GNFF presence in the Hen House chain has been re-invigorated. As more stores are added, more customers will have access to more local food. With positive results, both customers and store owners/managers will have more confidence in local foods and the local food movement as a whole will benefit. Increased sales helps local farms be more profitable and increases employment at all levels, although that can be challenging to measure.
- vi. Goal/Objective 6: Improve local food branding and awareness through improved and updated labels, GNFF displays, and store signage
 - a. Progress Made: New labels have been developed and are in use for Bison, Local Honey, non-Perishables, and Grass Fed and Finished Beef. Store POP signs have been updated and the GNFF store reps have increased and improved the GNFF and “Local” signage in the stores. When the local food movement was in its infancy, and GNFF was a pioneer, the GNFF presence in the store was dominant in terms of signage, POP, checkout materials, branding, labels, etc... Prior to LFPP, this presence had declined for various reasons. This grant has set GNFF on the path to re-establishing their prior presence. Some of these are innovative plastic 3d printed signs. As new labels and signs have been developed, QR codes are added. These QR codes are linked to photos, videos, and slide shows that highlight GNFF, the producers, the products, and recipes. Vendors supplying the Good Natured Local Favorites program are encouraged to use the same design on their products being sold through GNFF. Overall, the presentation of GNFF local products has been refreshed, made more consistent, and leaves a positive and more long-lasting impact.
 - b. Impact on Community: Consumers are becoming more familiar with the GNFF brand and the local farmers who produce the products. The resulting increase in sales will benefit stores, consumers, and local farmers. Associates in the store are also more aware and have been positively affected. One of the keys to creating and sustaining sales of local foods in large supermarkets is getting buy-in from employees on the store. GNFF has observed cases where a single item was selling dramatically better in one store compared to other stores. Research into this revealed a key sales associate who had fallen in love with the product and was enthusiastically promoting it to the store’s customers. To take advantage of this phenomenon, GNFF store reps provides samples and materials, as well as Starbuck’s gift cards as a reward for promoting local. GNFF also brings farmers into the stores and has taken store associates on trips to the local farms.

vii. Goal/Objective 7: Expand and improve existing local food delivery schedule and routes

- a. Progress Made: A. Efficient delivery routes have been developed for GNFF products in Kansas City, Lawrence, and Topeka. In addition, GNFF has worked diligently to develop a working system within Ball's warehouse to maintain inventory and delivery an assortment of non-perishable local products known as Local Favorites. These are popular products from several small vendors and producers that would be unable to be profitable delivering on their own. Once the delivery route and the warehouse system were both in place, GNFF found it feasible to approach other area stores about expanding their local offerings.
- b. Impact on Community: One of the biggest challenges of making local food more available is overcoming the logistics of affordable, timely delivery. Most stores are willing to stock local food, but their question up front is "how are you going to take care of this display?" GNFF solves this problem by combining multiple product lines together to make delivery more feasible, affordable, and sustainable. This has a positive impact on all players. Producers are able to sell more product to accounts that were previously very difficult to reach, consumers have increased access to quality local products, and retailers are better able to position themselves against their competition by becoming reputable sources of high demand local products. This increases sales which ultimately is the goal of LFPP, GNFF, and local producers.

viii. Goal/Objective 8: Recruit more farmers

- a. Progress Made: Ongoing. Many new producers are joining the GNFF alliance, especially as we expand beyond our USDA Group GAP pilot program and also prepare to open a new facility in St. Louis. Good Natured Family farms currently has 100 participating family farms. GNFF outreach to prospective farmers at Kansas and Missouri extension programs, local food shows, and farm days resulted in an additional 100 plus farmers showing interest and completing the farmer interest questionnaire. The recruitment of more farmers to join the GNFF alliance is crucial as GNFF expands into Saint Louis, Missouri.
- b. Impact on Community: The impact on the family farmers as members of the GNFF alliance is twofold. One, the farmers are able to participate in the GNFF Group GAP program. This is significant as small family farms recognize their need for GAP food safety certification and GNFF Group GAP program provides a system to gain GAP certification. Second, the family farms are able to be part of the GNFF program and can also sell directly to markets they develop outside of GNFF. When small farms join GNFF alliance they develop the processes and procedures required to sell to GNFF large scale markets. Frequently, they realize the opportunity to continue to expand their production and sells to additional supermarkets and wholesalers. The successful family farm local food production sells to large scale markets creates an economic ripple effect in our communities.

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.

Key Performance Measurements

- Number of Direct Jobs Created - 2
- Number of Jobs Retained - 3
- Number of Indirect Jobs Created - 2
- Number of Markets Expanded - 1
- Number of New Markets Established - 3
- Market Sales Increased - \$200,000 annually estimated
- Number of Farmers/Producers that will Benefit from the project - 100+

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?

The LFPP grant funds have been instrumental in GNFF's outreach to low income/low access populations. Good Natured Family Farms alliance provides much of the locally grown food for the Double UP Food Bucks program in Kansas City. The LFPP resources provided GNFF to expand the Double UP Food Bucks program to 20 of Balls Price Chopper supermarkets. In 2018, GNFF will expand the Double Up Food Bucks to all 75 Price Chopper stores in greater Kansas City. Many of the Price Chopper stores are in communities of low income and/or ethnically diverse. Also, important to recognize is GNFF's implementation of a similar food match program in partnership with Harvest Learning Center's small scale supermarket in their church. HLC's 'Good Food Market' is located in one of Kansas City's most at risk communities. New Businesses, in mixed income and ethnic populations, were added including nine Dillons' Supermarkets in Topeka, KS. and Lawrence, KS and four Natural Grocers in Kansas City, Lawrence, and Topeka.

4. Discuss your community partnerships.

i. Who are your community partners?

- a. Harvest Learning Center (HLC) and KC urban core churches
- b. Ball's Foods
- c. SYSCO
- d. Local non-profit foundations
- e. USDA

ii. How have they contributed to the results you've already achieved?

- a. Churches are often the backbone of inner city communities at risk. Therefore, they are the perfect partner to reach consumers in vulnerable communities. Harvest Learning Center (HLC) provides "ground level" distribution of good local food to people in vulnerable communities, and also is building a strong coalition of inner city churches as a vehicle to make healthier, local food available to the members of those churches and to people in their communities.
- b. Ball's Foods is the premier grocery retailer in the KC area; operating a central distribution warehouse, 11 Hen House Markets, 18 Price Choppers, and several other grocery stores. Thanks to several factors - including a long term partnership with GNFF - they are positioned as the number one local food program in the area and one of the best ones in the country. Prior to the LFPP grant, this program was in the process of becoming stale, but is now on the rebound - with the potential to become stronger than ever.
- c. SYSCO Kansas City enables GNFF to have the volume and the infrastructure necessary to provide FRESH affordable food to ALL customers as well as help provide economic sustainability to local producers in our alliance. The partnership with SYSCO is especially important to provide safe local food to area restaurants and food-service entities. SYSCO REQUIRES GAP certified produce which makes GNFF's USDA Group GAP program a perfect fit. This is by far the best way for restaurants to get local food that is certified safe and delivered multiple times per week in refrigerated trucks.
- d. The Health Care Foundation of Greater Kansas City (HCFGKC), and Menorah Heritage Foundation (MHF) provide financial and technical support for GNFF projects that involve making good local food accessible and affordable to vulnerable populations. GNFF is seeking to build on the progress made with LFPP to establish a food truck in partnership with HCFGKC. The business plan for the truck is to highlight local food with chef-developed meals - and to become sustainable in a short period of time. This will create jobs and possible entrepreneurship. The ongoing partnership with Ball's will likely help the truck reach the break-even point by contracting with the truck to provide local food at store promotional events.

- e. USDA has worked with GNFF to develop a Group GAP food safety program, which results in a safer food supply and more economic viability for member-growers. The USDA has also aided GNFF get established in St. Louis via a multi-year USDA Small Business Innovative Research (SBIR) grant. USDA and GNFF have had a strong partnership over the years and there is a deep mutual respect.
- iii. How will they contribute to future results?
 - a. All of these partners are committed to GNFF in the long run and are essential to GNFF success. Strong personal and professional relationships have been established and all parties are in a position to build upon the foundation that has been put into place.
 - b. see above (4.ii.) for some potential benefits

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

Most of the Phase I work was completed by contractors, but most of Phase II will be conducted by employees - existing staff as well as new hires. The folder, product photos, cookbook, and beef recipe development all were contracted out with excellent results. These talented individuals provide services that we cannot duplicate internally. All of the contractors used finished their work with a strong positive relationship with GNFF and are available for future work. This is very important because it can be a challenge to find work partners with great skill sets that also “get it” as far as local food and farming are concerned

6. Have you publicized any results yet?

We have publicized our work at several healthy food events and networked with health and well-being organizations. These include; the Kansas Health Foundation Kansas Healthy Food Initiative, Kansas City Healthy Kids Food Policy Coalition Producers and Large Scale Buyers convening, Kansas City Midtown Hunger Summit, Sustainable Agriculture Summit hosted in Kansas City, Illinois/Missouri Extension Producer Conference, Local and Regional Food Conference Illinois/Missouri, National Rural Grocery Summit Manhattan, KS, Great Plains Vegetable Growers Conference, Mid America Regional Council’s Double Up Food Bucks regular meetings, and a Congressional Briefing in Washington, DC. Most importantly, our work was communicated at meetings with supermarket department managers and store directors including the following; Balls Food Stores (Hen House Markets and Price Chopper Supermarkets, Natural Grocers, Kroger, and Dillons Supermarkets. Through our work with Pastor Terry Glenn’s Harvest Learning Center’s Good Food Market, we networked with the Clergy Coalitions in Kansas City and Saint Louis, Missouri.

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

The project results were publicized through active participation in the meetings, conferences, and summits and symposiums listed in 6. We gave PowerPoint presentations, display boards, flyers, and product sampling. We also contracted with the Alliance Group; a marketing group specializing in marketing for supermarkets. The Alliance Marketing Group allowed our work to reach beyond GNFF Facebook followers and reach the Hen House Market and Price Chopper Facebook friends. GNFF also published a spring/summer and fall/winter 4-6 page color newsletter. The 2017 newsletter featured work of the LFPP project. Ten thousand copies were printed and distributed.

ii. To whom did you publicize the results?

The project results were publicized to the organizations and individuals listed in number 6 and 6i.

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

Over 10,000. In addition to verbal communication to organizations and individuals, we printed 10,000 2017 newsletters and all of the newsletters were circulated.

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?

Each spring GNFF in partnership with Balls Food Stores host 'Meet the Grower' conference. A grower information form and a supermarket director form allow us the opportunity to collect program feedback. Most importantly, we regularly receive emails from our customers and organizations across the country doing similar local food work.

ii. What feedback was relayed (specific comments)?

Feedback from the farmer "how can our family farm become a member of Good Natured Family Farms". Feedback from the consumer was a handwritten card "I grew up on a small farm and I love what you are doing" Blessings.

The best feedback is sitting with the kids at Harvest Learning Center and sharing locally grown fresh ripe peaches, farm to Market Bread, grass fed hamburgers and tomatoes so sweet they eat them like apples. Without the support from funds like LFPP these kids would not have access to this delicious healthy food.

8. Budget Summary:

a. 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:

b. Did the project generate any income? No

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).

This was a two year project with a vast array of lessons learned. GNFF has been in this business for a long time, but things have changed from the customers' perspectives and the corporate perspective. Local is not as unique as it used to be and there are a lot more players. It was could to look at the big picture and make an honest assessment of strengths as well as shortcomings. Entities selling local food in large supermarkets need to ask themselves "why would this company buy from me?" and "why will the consumer choose my product over all the choices in the store?" More importantly, how to effectively get the "message" to both parties and how to overcome any factors

that get in the way of these potential sales. LFPP has helped GNFF create materials to facilitate this message in the form of sales sheets, professional branding, POP materials, distribution, delivery, displays, and product development. Overall, it is invaluable to honestly address these questions and needs and to develop strategies to overcome specific weaknesses in the local program. As far as room for improvement in this project, there are always things that would be done differently in hindsight. The GNFF team has discussed this and decided that it is important not to be spread too thin. Certain parts of any local program are key and drive the success (financially and otherwise) of the entire program. In GNFF's case, the drive is the Grass Fed and Finished Beef program. More emphasis of all aspects of the LFPP program should have been focused on beef. Success here could be duplicated into the other parts of GNFF's broad local program. Further, profits from increased beef sales could be used to fuel and sustain increased success in other product areas. One final, but powerful lesson learned is obtaining buy-in from employees in the local supermarkets. One challenge to sales is competing with national brands that have finely honed marketing, logistics, and infrastructure. These brands capture a huge percentage of sales because they are so good at what they do. As in objective 6, above, winning over store associates is highly effective in building a competitive advantage for local products. Once on board, these amazing people enthusiastically spread the message that the customer needs to hear in order to make an informed buying decision.

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

The "tasks" were achieved with the exception of the recipe videos. The tasks were accomplished with good, tangible results. The sales numbers did not quite meet the initial goal stated in the grant application. However, KC supermarkets and a wide launch into St. Louis are on the short-term radar and the sales goal will be achievable thanks to LFPP activities, lessons learned and product expansion.

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:

Identify the strengths of your team members and match those strengths to the skills and activities needed to accomplish the goals of the project. Avoid being spread too thin or getting bogged down by more menial tasks. Celebrate small victories and be honest with yourself and your team about shortcomings or obstacles.

10. Future Work:

a. 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.

GNFF is a for-profit company that has been a major player in the local food movement for 20+ years. This grant project has provided valuable resources, relationships, and lessons learned. This grant activities are integrated into regular GNFF business activities and will not cease since the grant period has ended. The displays, POP, and sales materials are very useful and will be very effective as GNFF seeks to expand into new stores, especially in St. Louis. Although sales goals were not reached, that is considered to be a delay rather than a failure. GNFF's product line is stronger and deeper than at the beginning of the LFPP grant and there is a presence in more stores.

There have been multiple positive meetings with Schnuck's about providing USDA GAP certified local produce to dozens of supermarkets in St. Louis, once GNFF opens their planned facility there.

b. 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?

Future activities should focus on maintenance of store displays, including delivery. Also on strengthening relationships with buyers always focused on the goal of establishing a presence in their warehouse(s). Such relationships exchange margin for logistics. In this manner, existing infrastructure such as storage and delivery can be leveraged in a manner that drastically increases volume. Distribution, in our mind, continues to be the biggest challenge to making more local food available to consumers and to increasing volume so that all parties benefit. This, along with mar-farm accessible value-added processing would be GNFF's focus for any future project tha might be proposed.