

**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>	September 30, 2016 - March 31, 2017
Authorized Representative Name:	Gibron Jones
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Recipient Organization Name:	HOSCO SHIFT Inc.
Project Title as Stated on Grant Agreement:	Coop City Market Basket Delivery Program
Grant Agreement Number: <i>(e.g. 14-FMPPX-XX-XXXX)</i>	15FMPPMO0069
Year Grant was Awarded:	2015
Project City/State:	Saint Louis MO
Total Awarded Budget:	\$100,000

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FMPP staff may contact you to follow up for long-term success stories. Who may we contact?
X Same Authorized Representative listed above (check if applicable).

Different individual: Name: _____; Email: _____; Phone: _____

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:

- a. **Progress Made:** As of today we just completed our final Market Delivery of the year on Wednesday December the 13th to 30 families at Flance Early Childhood Center as part of Market Delivery Program. We’ve made just over 1200 deliveries to the McCormack housing developments located in the Jeff Vanderlou neighborhoods. We hosted 48 charrette sessions that have engaged a total 1600 attendees over the past 2 years. We have just finished our last cooking and nutritional education class for this year 1. Our opening was received pretty well from the community. There were 143 people that attended the opening. We held an event in the local park across the street to support the opening.

We’ve had discussions with people in the neighborhood on the specifics of their eating and dietary habits. Because of this we now have open dialogue about how to adjust the foods we eat based and becoming part of producing healthier foods accordingly. We are working through MOU with the St. Louis Public Schools CTE staff to recruit students that have decided college was not their interest in an attempt to engage the students in the hopes of training them with the trade of growing and cooking food. We’ve recruited over 62 students from 2 schools as of date for our program that will begin in the Spring of 2018. This includes fresh whole foods and seconds processed into value added products for needs of the community. We currently have 25 individuals that are enrolled in our culinary and low-processed foods program. Starting in July. They will take produce that is grown by our local farmers and process it for the our Coop City Market Basket Delivery program.

- a. **Impact on Community:** Market Basket Delivery Program currently has 400 customers that have signed up for pre ordering this is up from 300 since our last Interim Performance Report in March 2018. (A new update) A current partner “Urban Strategies” is working with us to provide deliveries to some of their senior living properties. This will allow us to market and deliver to these residents that find it difficult to access the grocery stores for healthy produce due to limited physical mobility or lack of ability to take public transit or drive. We have begun printing marketing materials to engage the public as well as we have completed our website and just are making minor edits and adjustments.

b. **FNS-** We have had difficulty with FNS process. We may have recently made some progress and we will know within the upcoming weeks (6-8 weeks). At the moment we are still in the process. In order to be transparent we have reached out to people in the community and expressed what has taken place to them and they expressed they would continue to support our efforts despite FNS process. However the community also expressed that SNAP was definitely an important if we wanted to have success. It was stated that our cooperative pricing model was one of the more affordable ways to purchase produce. The residents would prefer to purchase all of their products from the cooperative. We anticipate having this process complete within 3 months. Regardless we will continue with this process and have launched without EBT with support of the community.

c. We enlisted the help of Saint Louis Solidarity Economy (<https://www.solidarystl.org>) in order to assist us with staying in touch with the community informing residents. Since being awarded the project we have held 30 community engagement events in the JeffVanderLou neighborhood. This year we have several other events planned and expect to setup several Grocery Delivery Signup tables at these events.. We have also hired Rise STL to provide some assistance to us in the area of strategic planning however this is an ongoing process that will be completed in March 2018.

d. **Impact on Community:** The food impact on the community is beginning to show from early trial runs of 30 people weekly deliveries. What we discovered as part of our trial runs and through our community engagement was that while many of the older residents not had a problem accessing the website and navigating for placing orders. there were still some elderly residents that didn't feel confident using the system to order food. This alerted us to 2 things; A) We must provide a minimum level of assistance in these cases. B) We need to have an alternative way for our elderly customers to purchase. To address this we are setting up tables within the building and distributing flyers to senior residents. People in the community continue to be more conscientious about what they are eating and having open discussions about what they are eating. We have provided 16 sample cooking demos last year and have 20 scheduled for this year. The community is excited and greatly anticipating our official grand opening and with a few hiccups we considered the soft launch which ran from Last September 2016 until March 2017 of this year a success..

We are working with the North City Food Hub to develop products for the delivery. We will hire individuals from the neighborhood to make

deliveries and products for our market baskets and are working towards installation of a commercial shared use kitchen space along with café. This space was donated to the North City Food Hub and will allow our farmers to utilize the Shared use Kitchen helping farmers process their market seconds for more shelf stable value added products.

ii. **Goal/Objective 2: Recruit 10 people directly from the community to train within our food cooperative businesses**

a. **Progress Made:** Our students graduates, have moved from their 12 week courses and immediately moved into developing 20 different products (2 product each) for market basket delivery. These products, are placed into our market delivery baskets for delivery. This allows local farmers to take advantage of processing to increase their earnings. The graduates have been working within the Saint Louis University shared use kitchen space producing foods for our market basket delivery cooperative. These graduates began working on March 6th and received a ServSafe Managerial Certification the March 8th, 2017. Our trial runs ran once a week and are limited to 30 people. The trial ran for 16 weeks. During this time we evaluated delivery routes and times as well as test runs on the products being delivered and keeping quality along the local delivery chain. Graduates have now completed several products and out of the 12 graduates 6 have started their own businesses.

b. **Impact on Community:** We've delivered food 240 times to resident members which comprises 30 families. This has allowed us to have those individuals as inspiring impact in the community. Individuals are asking if they can begin training with us, which is great. We anticipated we would receive mixed reactions however everyone has been very supportive in what we're doing. What we are finding from our community engagement events is that everyone wants to change their lives for the better but many don't have the skills to change their position. Residents have asked to volunteer in helping to get the word out on our café and our local groups are planning a "cash mob" during our grand opening where everyone from the community comes one day and spends money with our cooperative. We anticipate an influx of new students having changed our recruitment focus towards high school graduates not looking to attend 4 year college or universities.

ii. **Goal/Objective 3:**

a. **Progress Made:** Progress Made: This is part of our community engagement is ongoing and we continue to engage the community. Our fall event went very well with over 175 attendees. We have a Spring event coming up in the park just adjacent to our store in which we will be signing up more customers for our market delivery program and sharing information with the community on how to purchase food. We have restarted our community meetings with residents again in January.

Our August series of cooperative business workshops on employment and entrepreneurship went very well and we were able to connect many people with our local workforce board partner SLATE for individuals that are interested in our program. We had over 150 people to attend the event. We are also receiving support and promotion from Urban Strategies the property management company for the North Sarah apartments. They have assisted us with promoting our events and hosting information sessions with the community on our activities in the area.

b. Impact on Community: Impact on Community: The impact this is having on the community is great, residents are expressing that they are learning about their food. Residents also want more community events and activities. We have begun hosting a series of talks organized by community members and businesses in the neighborhood. The impact should show residents eating healthier and there should be increased discussions around nutrition and other healthy eating habits. In some cases we should begin to see a change in what they are posting on Facebook etc... But ultimately buying habits will continue to show the most impactful change. We will be able to show sales trends from specific targeted areas based on purchases. We have provided families with surveys to determine some preliminary eating habits. This will allow us to measure the early habits with later habits to determine if there has been an increase or change in purchases over time.

iii. Goal/Objective 4:

a. Progress Made: Progress Made: We are currently a Department of Labor Apprenticeship Training Site, WIOA - SLATE, and Better Family Life for support. Our students are immediately linked with one of our workforce partners where they receive the classes needed. We have adjusted our recruitment to now look at the local schools and parents in the schools as well as work closer with our local workforce board to create recruitment events held in the local community. Previously individuals would have to travel to the workforce board and many had no transportation. This made it difficult for individuals to continue with the process which sometimes lasted several days or weeks.

b. Impact on Community: This adjustment was made after having discovered the process for testing and enrollment through the local workforce board is causing some potential students to give up. SLATE is still trying to develop tutoring classes for newly enrolled students that have a problem with Work Keys testing of basic skills. We anticipate an increase in our enrollment by 20%-30% this year

c. New training sites for agriculture- We have partnered with several organizations that have agreed to work with us as sister training location sites. This provides us with a way to service more clients and also to address their concerns of traveling across town through unsafe neighborhoods just to improve their current situation. In order to address this we have identified 5 locations that have partnered with us to provide additional training locations using our Department of Labor approved curriculum.

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.

We have assisted in the creation of created 4 new businesses:

1 full time market manager that is putting together the entire procurement infrastructure and connecting with new vendors to source from.

1 Driver for delivery route and distribution specialist that worked for the St. Louis City Department of Transportation (Metro). His experience of routes through the city and rush hour times will be beneficial. We also hired a stock person as well as an administrative person to keep track of orders and logs while the manager manages the actual activities of the staff and checks activities against the administrative staff's paperwork.

In April of 2018 we will be adding an additional 100 deliveries as part of a partnership between HOSCO, Operation Food Search and the St. Louis. This means we will have to hire an additional 4 people to assist with the deliveries for that particular program. As part of the program Operation Food search has agreed to cover the salaries for this based on a set rate for deliveries that we come up with. Our idea is to create a local food distribution cooperative where we funnel these individuals into delivering the foods our farmers produce as we continue our grant past year 2.

- i. Number of direct jobs created: **20** (cooperative members)
 - ii. Number of jobs retained: **6** (cooperative member)
 - iii. Number of indirect jobs created: **5**
 - iv. Number of markets expanded: **5**
 - v. Number of new markets established: **3**
 - vi. Market sales increased by **\$26,540** and increased by **304%**.
 - vii. Number of farmers/producers that have benefited from the project:
 - a. Percent Increase: **150%** increase in the number of farmers that have benefitted from our project. We expect this increase to continue as we train more farmers into **2018**.
3. Did you expand your customer base by reaching new populations such as new ethnic groups, additional low income/low access populations, new businesses, etc.? If so, how?
Yes, we signed an MOU with the International Institute of St. Louis to both train their farmers as well as source produce directly from their farmers.
 4. Discuss your community partnerships.
 - i. Who are your community partners?
Our community partners have been continuously supportive in our efforts this includes, City of Saint Louis, Saint Louis University, Incarnate Word Foundation and Urban Strategies, St. Louis Public Schools, St. Louis Housing Authority, Missouri Foundation of Health, McCormack Baron and Salazar, Urban Strategies RiseSTL, Saint Louis Agency for Training and Employment (SLATE), US Department of Labor, Arabella Partners, North Side Community Housing Inc. More recently in September of 2017 we have added a local food bank, Operation Food Search as a partner to provide us with produce that will be made into value added products. We have also partnered with 10 local prominent restaurants that will work directly with farmers to make quality value added products that well sell in 2018 within the grocery delivery.

- ii. How have they contributed to the overall results of the FMPP project? Each partner contributes in various ways. Most of the benefits come in the form of farmer training which has been an important part of our project. In addition, they have contributed by providing additional support and assisting in hosting events that support our project.
 - iii. How will they continue to contribute to your project's future activities, beyond the performance period of this FMPP grant? Each of our partners have made commitments to our project and are also seeking ways in which it can compliment their existing programs currently operating. Essentially they are all looking to work directly with our grocery delivery because it is the only cooperative in the Saint Louis.
5. Are you using contractors to conduct the work? If so, how did their work contribute to the results of the FMPP project? No we are not using contractors to do the work, we are training individuals directly from our program in addition to our cooperative members will provide work directly through our training program. Once completing the program as a graduate start OJT On the Job Training for both agriculture production and culinary packaged foods developments.
6. Have you publicized any results yet?*
- i. If yes, how did you publicize the results? We will be publishing the results in the Spring of 2018. This is program will continue into the following years through increasing our membership, local funding from private donors as well as increasing sales of products.
 - ii. To whom did you publicize the results? This would include the following publications; Feast Magazine, St. Louis Post Dispatch, St. Louis Agency for Training and Employment SLATE publications are the initial publications however next march we will be publicizing our program more having
 - iii. How many stakeholders (i.e. people, entities) did you reach? We have reached 1200 stakeholders made of a mixed group of individuals from the community including other businesses, the city Alderman and local residents.
- *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? As a way to continuously engage and include the community members we have worked with a number of groups to conduct surveys through our program outreach activities. This was done through nutritional cooking class surveys, surveys during training, surveys as well as self assessments surveys provided in the beginning middle and upon completion of workforce training.
 - ii. What feedback was relayed (specific comments)? The main feedback we kept receiving were requests that we provide a way for SNAP payments to be received. In addition there was a strong interest for jobs and training . We have been receiving numerous inquiries about upcoming hirings and individuals looking to "come to work" with our community cooperative grocery. Our focus is to hire directly from the neighborhood and we anticipate hiring at least 5 new people before Spring 2018. This is based on several funding opportunities that have come along that will provide us funding to build human capacity.

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: X
- 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? We have received \$23,234.20 in revenues The revenue received was used to cover the stipends given to students as well as pay other cooperative members

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).
 - 1) One of the lessons that we have learned is that you can't accept SNAP for a grocery delivery unless you already have a physical store.
 - 2) In addition, we've learned to obtain all information from government agencies before hand when establishing a plan to accept FNS SNAP. This would have allowed us to accept SNAP and generate more revenues early on in the program. We have solved this with the development of a store front local grocery market that will allow us to accept SNAP in our physical store and provide us with mobile readers for our delivery drivers. We will be accepting SNAP in our physical market and for deliveries starting in February 2018.
 - 3) We also made the mistake of placing graduates of our training programs into key roles too soon. Having learned from this mistake, we've developed a managerial training pathway for our Department of Labor program. This will allow our graduates to obtain managerial experience and practical business skillsets that will better train graduates to manage any cooperative food business they are seeking to develop under our cooperative model.
 - 4) We've also learned to have our training to match our actual production and their cycles for clients. This will allow us to provide specific training related to real world projects helping students to experience practical growing, marketing and selling of produce they've grown or produced.
- v. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving: Listed above combined above.
- vi. Describe any lessons learned in the administration of the project that might be helpful for others who would want to implement a similar project:
 - 1) From an administrative level we have learned to make sure we have planned out every detail including deliveries and also to work to establish drop off locations for deliveries. During the summer when we make deliveries some of the customers are not home. This means that we either have to leave the food at their location or we bring the food back to a location where they can pick it up later. This is an issue we are currently still addressing. We anticipate solving this by holding deliveries at the store for pickup, following up with a second delivery the next day and/or establishing local drop off points at local corner stores equipped with refrigeration.
 - 2) You can never have too many partners. Administratively it's difficult to manage all the different aspect that tie into a local grocery deliver cooperative. When you add community outreach and other work it

becomes difficult to focus on core competencies. This is why identifying key partners and stakeholders early on is an excellent way to

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 will continue with our grocery delivery operations in 2018. As mentioned earlier we are partnering with Operation Food Search and SSM DePaul Hospital in order to provide grocery delivery based on food prescriptions provided by SSM DePaul Hospital Doctors. HOSCO will provide deliveries to 100 expecting mothers during their pregnancy throughout 2018-2019. We have already started planning our routes. We will be working directly with SSM Depaul to develop meals for the expecting mothers and will be working with local Chefs in collaboration with the James Beard Foundation to provide support to the program in developing recipes and prepared meals along with groceries for the program. We expect to hire 3 employees to cover the activities related to this project. This will begin April 1, 2018. We are looking forward to expanding our program into 5 new markets (neighborhoods). In addition, we have been contacted by a private funder that has offered to purchase land for our Department of Labor Agriculture training to help us train more students but to also grow and produce more food. We are currently looking at 50 acres 30 minutes from the St. Louis City In Godfrey IL and within the St. Louis County 26 acres has been made available to us for producing food on. We expect to produce about 1,000,000 lbs of food to be delivered both to the North City Food Hub, our Cooperative City Market Grocery Delivery (FMPP) and our Expecting Mothers Healthy Meals Delivery program.

- 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?
 - 1) We recommend that that the process for acceptance for SNAP become an easier process for new and innovative solutions for benefits to be distributed to clients/customers. We have provided a good example of a model that can be followed to allow for delivery of groceries during the final mile to customer homes.
 - 2) We recommend that other grocery delivery grant projects already have SNAP in place or have a physical store already
 - 3) We also suggest that any other organizations that are interested in pursuing the development of a grocery delivery platform focus on sourcing food from local farmers as well as from other US farmers outside the region if you want to keep customers all year long. In order to sustain a local grocery or local grocery delivery you have to have a wide variety of produce coming from many local farms as well US farmers growing specialty crop.
 - 4) Partnering with a local food bank will provide access to a larger amount of foods on a more constant basis when local food availability is down during fall and early spring winter months. In addition, local food banks can provide produce seconds that can be developed into value added products and sold locally through the delivery program. This will help to keep a wide variety of local products.
 - 5) We have learned that academics are not always business people. This was a small but painful lesson learned while working with Saint Louis

University on this particular grant. What we have discovered is that it's best to find both partners at the University level as well in the private sector to provide insight. Many suggestions made in accordance with work with Saint Louis University has caused us to lose time because we were often on their schedule which was somewhat problematic. Universities and large institutions tend to move at their own pace, and at times a snails pace. Because of the number of levels involved in this process, planning in advance is key to prevent delays. In addition limiting the university or institution involvement to specific programatic activities outlined in advance.