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 your assigned grant specialist 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: *(e.g. September 30, 20XX-September 29, 20XX)*	October 1, 2015- September 30, 2017
Authorized Representative Name:	Colleen Monaghan
Authorized Representative Phone:	845-292-6180 ext. 106
Authorized Representative Email:	Cm638@cornell.edu
Recipient Organization Name:	Cornell Cooperative Extension Sullivan County
Project Title as Stated on Grant Agreement:	Entrepreneurial and Teaching (EaT) Kitchen
Grant Agreement Number: *(e.g. 14-LFPPX-XX-XXXX)*	15LFPPNY0063
Year Grant was Awarded:	2015
Project City/State:	Liberty, NY
Total Awarded Budget:	$94,311.00

LFPP staff may contact you to follow up for long-term success stories. Who may we contact?
☒ Same Authorized Representative listed above (check if applicable).
☐ Different individual: Name: _____; Email: _____; Phone: _____

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

    i. **Goal/Objective 1:** 10 local food entrepreneurs will realize increased sales via value added food production & selling to food entrepreneurs.
        a. **Progress Made:** 18 new users of the Catskills Kitchen increased sales via value added food production.
        b. **Impact on Community:** 18 food entrepreneurs have started new businesses in the County, contributing to increased local sales of food products. In addition, the Catskills Kitchen offered a variety of educational programming such as business planning, funding resources, product regulations, food production, food safety and cooking classes. These classes provided additional educational opportunities for both food entrepreneurs and community members. Overall, both food entrepreneurs and community members increased their knowledge of food production and small business development. The educational workshops reached over 300 people.

    ii. **Goal/Objective 2:** 10 value added agricultural products will be produced from the EaT Kitchen.
        a. **Progress Made:** Of the 18 Catskills Kitchen food entrepreneurs, 11 food entrepreneurs produced a value added product from the kitchen. The remaining 7 were either caterers or food trucks.
        b. **Impact on Community:** Of the 18 users, 5 users sell at local farmers markets. This has provided additional access to fresh, healthy products to the community.

    iii. **Goal/Objective 3:** 5 food entrepreneurs will introduce products to the 5 Sullivan County farmers' markets, reaching 500% more potential consumers.
        a. **Progress Made:** 11 food entrepreneurs introduced products to the Sullivan County farmers markets and introduced their product into the regional and NYC farmers markets. While at tabling events at farmers markets on behalf of the Catskills Kitchen program, combined, customer counts indicated approximately 3,000 people in attendance, exceeding the original 500% more consumers. Also, according to the Sullivan County Farmers Market Promotion Project, customers increased by 65% at the farmers markets during July and August.
        b. **Impact on Community**: Overall, there was an increase in products purchased/produced from local farm products. This contributed to increased sales for farmers, additional vendors at the farmers markets and increased access to healthy food.

    iv. **Goal/Objective 4:** Sullivan County consumers and institutions will have access to at least 5 additional locally produced value added agricultural products.
        a. **Progress Made:** As mentioned above, 11 value added products produced at the Catskills Kitchen are now sold at local farmers markets. These products include baked items, soups and shelf stable products.
        b. **Impact on Community:** Overall, there was an increase in products purchased/produced from local farm products. This contributed to increased sales for farmers, additional vendors at the farmers markets and increased access to healthy food.

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: 50
   ii. Number of jobs retained: 50
   iii. Number of indirect jobs created: n/a
   iv. Number of markets expanded: 5
   v. Number of new markets established: 5
   vi. Market sales increased by increased by 100%.
   vii. Number of farmers/producers that have benefited from the project: 18
      a. Percent Increase: There were no producers in the Kitchen prior to this project, therefore it was a 100% increase.

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. As part of the project, the Catskills Kitchen did community outreach through local farmers market and the Boys and Girls Club. As a result of this outreach, we were able to reach new populations and additional local income/low access populations. The Catskills Kitchen partnered with the local Boys and Girls Club to offer cooking classes using local ingredients, at the Catskills Kitchen. The Catskills Kitchen also partnered with local farmers markets to provide cooking demos and tastings. Targeted outreach was conducted at both the Monticello and Liberty Farmers Markets, which are both located in communities considered food deserts. These events taught people how to cook using fresh, healthy ingredients and included the distribution of recipe cards.

4. **Discuss your community partnerships.**
   i. Who are your community partners?
      a. Sullivan County Department of Health
      b. NYS Department of Agriculture & Markets
      c. Pure Catskills
      d. Catskill Mountainkeeper
      e. Cornell Food Venture Center
      f. Sullivan Renaissance
      g. County Farmers' Markets
      h. County of Sullivan
      i. Hudson Valley Agribusiness
      j. Sullivan County Industrial Development Agency
      k. Taste of NY
      l. Sullivan County Planning Department
   ii. How have they contributed to the overall results of the LFPP project?
      a. The Sullivan County Department of Health (SCDOH) has assisted CCE in preparing the commissary (Catskills Kitchen facility) to meet the needs of potential users. As an example, the SCDOH provided CCE with the direction to allow users of mobile food trucks to obtain potable water and dispose of waste water at the CCE facility.
      b. CCE acts as the liaison between the Department of Agriculture and Markets and the potential user of the Catskills Kitchen. The Department provides CCE with the requirements of each specific user's application of the kitchen and CCE provides

the technical assistance to the user to meet these requirements. The Department also provided a speaker for our Farm and Food Conference.

c. Catskill Mountainkeeper hosts two farmers' markets. We have worked with Catskill Mountainkeeper to connect food producers and low-income populations to their farmers' markets.
d. The Cornell Food Venture Center is a team of food scientists that test the recipes of Catskills Kitchen users for safety. The Cornell Food Venture Center also participated in the Catskills Farm and Food Conference.
e. Sullivan Renaissance has provided financial support for the kitchen.
f. County farmers' markets have worked with CCE to connect food businesses to their markets.
g. The County of Sullivan has worked with CCE on the Farmers' Market Promotion Project and provided CCE with financial assistance to promote the farmers' markets. The County also has a funding program for food entrepreneurs. However, a business plan is a requirement in order to receive funding. Therefore, the County refers a number of potential applicants to CCE.

iii. How will they continue to contribute to your project's future activities, beyond the performance period of this LFPP grant?

a. The Department of Agriculture and Markets will continue to provide support to CCE for the Catskills Kitchen and the permitting process.
b. The Department of Health will continue to provide support to CCE for the Catskills Kitchen permitting process.
c. The Cornell Food Venture Center will continue to provide technical assistance to CCE and its users regarding the scheduled processes.
d. Sullivan County Farmers' Markets and the County of Sullivan will continue to provide support and marketing outreach for farmers markets, which in turn will increase demand and usage of our county farmers markets, creating a demand for more food businesses to sell their products.

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

Yes, we contracted with a marketing and design consultant to develop the promotional materials and new branding for the Catskills Kitchen. Without this consultant, we would not have been able to produce the high quality marketing materials such as the new logo, brochure and social media images. In addition, we also contracted with a locksmith to install the key-less entry system.

6. Have you publicized any results yet?*

i. **If yes, how did you publicize the results?** Yes, see below.

ii. To whom did you publicize the results?

a. CCE has updated our website to include additional resources on our kitchen program. Throughout the project, we have written articles about the Catskills Kitchen program, the number served and the services offered. We will continue to do this after the project. The results of the project are documented in our annual report, which is distributed throughout the County. We recently began participating in phone calls with other Cooperative Extensions throughout NYS who have commercial kitchens. At these calls, we share resources and lessons learned. We will also continue to provide educational workshops, table at farmers markets

and market the project through social media. As a result of these outreach efforts, we intend to publicize to a wide variety of people and organizations.

iii. **How many stakeholders (i.e. people, entities) did you reach?** 3,000+

*Send any publicity information (brochures, announcements, newsletters, etc.) electronically along with this report. Non-electronic promotional items should be digitally photographed and emailed with this report (do not send the actual item).

7. **Have you collected any feedback from your community and additional stakeholders about your work?**
   - **i. If so, how did you collect the information?**
     a. We provided all attendees with a Program Feedback Form after each class they attended. Overall, program evaluations come back in the range of 4-5, with 5 being the highest.

   - **ii. What feedback was relayed (specific comments)?**
     a. "Thanks so much for creating such a terrific program; I'm sure that feedback has been uniformly positive! Engaging and informative...I'm so glad that I could be there."
     b. "great value of information" and "good information"
     c. "the program has really helped me to get into the food business"
     d. "I want to thank you personally for all the assistance you have given me during these past 2 years +. I have always experienced a feeling of support from you and everyone at Cornell Extension. Your guidance was very helpful in helping me develop my processing methods and assisting me in my business planning and development. I feel strongly that the Catskill Kitchen is the perfect location for new, developing businesses because new food entrepreneurs cannot always anticipate equipment needs as they develop their processes and the kitchen is fully stocked. The educational programs that you have developed also are of great assistance." – Catskills Kitchen User

8. **Budget Summary:**
   - i. As part of the LFPP closeout procedures, you are required to submit the SF-425 (Final Federal Financial Report). Check here if you have completed the SF-425 and are submitting it with this report: ☒
   - **ii. Did the project generate any income?**
     a. If yes, how much was generated and how was it used to further the objectives of the award?
        1. $10,608.66
        2. The income generated from this project came from user fees and attendee fees at the workshops. The money was used to cover the costs of food (which is not covered by the grant). The income generated also helped to reduce the registration fees at the conference and workshops. This program income allowed us to offer additional programming that helped to reach a larger audience, at a reduced rate.

9. **Lessons Learned:**
    i. **Summarize any lessons learned. Draw from 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).**
        a. As shown in budget modifications submitted, we decided to utilize the LFPP money to update our branding and re-naming of the kitchen. This was not part of the original intent of the project. However, we realized people were having difficulties understanding the overall mission of the project. Therefore, we re-branded and changed the name from EAT Kitchen (Entrepreneual and Teaching Kitchen) to the Catskills Kitchen: Food Business Incubator Program. This was challenging at first since we had to update all outreach materials and kitchen forms. However, in the end it proved beneficial. We saw an increase in inquiries and participation in our program.
        b. We also learned the need to develop an outreach plan and then stick to it. As mentioned, we had to balance offering workshops and managing inquiries in a timely fashion. Once a plan was developed for the entire year, it was easier to manage both.
    ii. **If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:**
        a. All goals and outcome measures were achieved
    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:**
        a. As mentioned above. Developing a detailed implementation plan at the beginning of each calendar year helped to achieve the goals and outcomes of the project.

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.**
        a. We will continue to work on this project and the Farmers Market Promotion Project (FMPP) into 2018 and beyond. We are in the processing of analyzing the results from the FMPP and creating a report. From there, we anticipate reaching out to a funding source in order to continue the successful aspects of the project, which includes educational tabling at farmers markets, the need for cooking demonstrations, cooking classes at the Catskills Kitchen and continued educational and marketing of local foods. We anticipate continuing to add new users to the kitchen at the same rate as 2016 and 2017. If funding is received for the FMPP, we anticipate continuing to reach 1,000 + consumers per year at educational tabling events. As we continue to promote local foods and farmers markets in our County, we anticipate increasing sales and consumption of local foods by 5% each year. These numbers are based off the FMPP report and the analysis of this project. Overall, we believe we laid the foundation for promoting local foods and farmers markets in our region. Therefore, we need to continue to implement the marketing and educational initiatives created from this

project and continue to work with our partners in order to sustain the objectives and outcomes developed. We will also continue to share our work through the Cooperative Extension network, who will then, implement similar projects in their regions. Each year, we will reassess the program and analyze what methods worked and didn't work, and look at any new opportunities to keep the program fresh.

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?

a. As mentioned above, we will review the program on an annual basis to determine positives and negatives. Furthermore, if annual funding is awarded for the FMPP project, we will use the successes and recommendations from the FMPP report (created by a farmers market marketing consultant) and implement the recommendations in order to increase consumption of local foods. We will also host quarterly meetings with farmers market managers and other pertinent partners to assess program goals and outcomes, to ensure they align with the overall needs of the community. We are also exploring the possibility of developing a Mobile Farmers Market.