

**FARMERS' MARKET AND LOCAL FOOD PROMOTION PROGRAM
(FMLFPP)
Final Performance Report**

The final performance report summarizes the outcome and activities of your FMLFPP award objectives. Failure to submit acceptable closeout reports for an existing grant within 90 calendar days following the grant end date may result in exclusion from future AMS grant opportunities.

This final report will be made available to the public once it is approved by FMLFPP 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 **due within 90 days** of the project's performance period end date (as noted in box 15 of your grant agreement (AMS-33), or sooner if the project is complete. The report must be typed single-spaced in 11-point font, not to exceed fifteen (15) 8.5 x 11 pages (excluding existing Final Performance Report form content). For example, if the Final Performance Report form is six (6) pages before you begin entering your project information into the form, your report may be up to 21 pages (6 pages + 15 pages).

Provide answers to **each question** and all applicable outcome and indicators as it applies to your project. If you are unable to provide a response explain why. It is preferred that you email your completed performance report to your assigned FMLFPP Grants Management Specialist to avoid delays. In case of any extraordinary reason a faxed report can be accepted; please notify your assigned Grants Management Specialist to inform about your submission.

Report Date Range: <i>(e.g. October 1, 2016 -September 30, 2017)</i>	Period of Performance: September 30, 2016-September 30, 2018
Date Report Submitted	
Grant Agreement Number: <i>(e.g. 14-LFPPX-XX-XXXX)</i>	Agreement No. 16LFPPGA0050
Recipient Organization Name:	Bartow County Government
Project Title as Stated on Grant Agreement:	Bartow County Regional Highlands Harvest Planning Project: Highland Harvest
Authorized Representative Name:	Commissioner Steve Taylor
Authorized Representative Phone:	770-387-5030
Authorized Representative Email:	taylor@bartowga.org
Year Grant was Awarded:	2016
Amount of Award:	\$65,200.00

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: Valerie Gilreath Email: gilreathv@bartowga.org Phone: 770-607-6202

Executive Summary

1. In 200 words or less, describe the project's need, purpose, goals, and quantifiable outcomes: Cartersville, Bartow County, Georgia, uniquely located equidistant between Atlanta and Chattanooga, is a hub of life in the south. This region is populated and visited by millions of people annually who travel the I-75 corridor and other major transportation byways. There is a local food

movement in the immediate Atlanta area, but not one that currently serves the larger region.

The purpose and general goals were to: 1) recruit and gauge the interest of farmers and wholesale buyers; 2) determine the best location; 3) develop a business plan; and 4) establish a legal entity for the organization. To accomplish these ends, we: 1) held public and informal meetings; 2) worked with a local college that is located adjacent to a historic agricultural property and the Downtown Development Authority; 3) hired UGA to gauge interest and develop a business plan; and 4) explored an applicable legal authority.

During this discovery process, we: 1) determined that there is interest, but maybe not the immediate ‘will’ to tackle this huge task; 2) explored two sites, each with pros and cons; and 3) decided not to ‘lock-in’ a legal entity, but to re-invent our local farmer’s market to spring board our loftier goals.

According to the Paperwork Reduction Act of 1995, an agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a valid OMB control number. The valid OMB control number for this information collection is 0581- 0287. The time required to complete this information collection is estimated to average 4 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. The U.S. Department of Agriculture (USDA) prohibits discrimination in all its programs and activities on the basis of race, color, national origin, age, disability, and where applicable sex, marital status, or familial status, parental status religion, sexual orientation, genetic information, political beliefs, reprisal, or because all or part of an individual’s income is derived from any public assistance program (not all prohibited bases apply to all programs). Persons with disabilities who require alternative means for communication of program information (Braille, large print, audiotape, etc.) should contact USDA’s TARGET Center at (202) 720-2600 (voice and TDD). To file a complaint of discrimination, write USDA, Director, Office of Civil Rights, 1400 Independence Avenue, SW, Washington, DC 20250-9410 or call (800) 795-3272 (voice) or (202) 720-6382 (TDD). USDA is an equal opportunity provider and employer.

2. Please provide the approved project’s objectives:

Objectives		Completed	
		Yes	No*
1	Establish a 501c3 non-profit to serve as the legal entity of the Food Hub		X
2	Develop a business plan to guide Food Hub implementation	X	
3	Recruit farmers to provide produce/product to the Food Hub for aggregation and distribution	X	
4	Recruit wholesale buyers	X	
5	Determine the best site to locate the Food Hub		X
6			
7			

**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
Completed search for an Executive Director and hired as staff	Objectives 1-5
Met with NW GA Regional Commission	Objectives 1-5
Established a name and developed a logo for branding	Objectives 1-5 <i>Highlands Harvest; NW GA Food Hub</i>
Held informal meetings with regional agriculture	Objective 1: Preliminary 501(c)3 Board

and economic leaders	Development
Met with other 501(c)3 leaders to determine their application process and success	Objective 1: Planning for actual non-profit application process
Advertised for and recruited applicants to develop a business plan	Objective 2: Applications due in October with expected hire in November 2017
Hired the University of GA Center for Agribusiness and Economic Development to conduct a feasibility study & business plan for the Northwest Georgia Regional Food Hub Program	Objective 2: Completed on August 20, 2018
Held formal and informal meetings with regional farmers	Objective 3: Recruiting and education efforts for potential Highlands Harvest participants
Met with Bartow County Transportation Department	Objective 3: Discussed the opportunities for using county transportation for 'field trips' with and for our partners to expose them to farmers that are currently engaged in unstructured Highlands Harvest-type activities
Coordinating with representatives from The Conservation Fund	Objective 3: Partnering with The Conservation Fund on their grant to work with farmers in Bartow and other surrounding counties
Met with GA Organics	Objective 3 & 4: GA Organics has a Food Desert program and is interested in partnering to get more fresh food in some of our lower socioeconomic areas that have little access to fresh food
Held informal meetings with restaurants and institutional buyers	Objective 4: Recruiting and education efforts for potential Highlands Harvest buyers
Met with GA Agri-tourism Association to explore tourism opportunities and glean information about successes and pitfalls other similar organizations in Georgia have experienced	Objectives 3,4 & 5: GA Agritourism Association has extensive experience with other entities in our region and can offer much advice
Met with partners to explore options for potential sites	Objective 5: Brainstorming for appropriate sites that might be available; meeting with local college officials about potential sites under their control
Met with GA Highlands College and Berry College to discuss educational opportunities for their students	Objective 5: Discussed how the Highlands Harvest activities dovetail with the educational programs that these colleges offer
Took lead role in developing nomination of GA Genetics Institute (Alphabet Collins) for GA Ag-Hall of Fame	Objective 3: Recruit farmers to provide produce/product to the Food Hub for aggregation and distribution Objective 5: Determine the best site to locate the Food Hub
Met with beef producers and Extension to discuss beef production in local areas	Objective 2: Bartow is 6 th largest beef producer in State of Georgia; discussed whether beef production is part of business plan Objective 3: See above Objective 5: Discussed potential slaughter house location and its intersection with plant-based products
Attended SE Regional Land Trust Alliance meeting	Objective 2: Discussed ownership of land in the Atlanta Metropolitan Statistical Area which includes 39 counties - some very urban and some very rural
Held a public meeting inviting the public, regional	Objective 3: Attended by 47 individuals

farmers and local institutions/restaurants	
Identified several artists to produce a rendering of the Georgia Institute of Genetics	Objective 5: Assist public in ‘visualizing’ what a food hub might look like
Met with Downtown Development to discuss current Farmer’s Market and potential downtown sites for food hub	Objective 5: Discussed pros and cons of current Farmer’s Market and potential available sites for urban food hub site
Attended and/or delivered program at regional agricultural meetings	Objective 3: Recruit farmers to provide produce/product to the Food Hub for aggregation and distribution Objective 4: Network with producers that currently work with institutional buyers Objective 5: Discuss best location of regional food hub

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

Challenges (Issues)	Corrective Actions and/or Project Changes (s)
Balancing the number of buyers with the number of participating farmers	<ol style="list-style-type: none"> Partners indicate that buyers will be easier to recruit than farmers. Discussing with individual farmers possible slight changes in their operation to open doors for broader participation
Receiving written responses from recruited farmers	Making face-to-face farm visits, visiting farmer’s markets and attending educational and social meetings attended by farmers to develop better relations
Working with the local college that controls a potential site to house the Highlands Harvest operation	Meetings with local political, agricultural and education leaders to build bonds with college officials about the Highlands Harvest and educate these leaders about how the Highlands Harvest will offer ancillary research/work place opportunities involving the Highlands Harvest and some pure science research
Small vegetable production in Bartow as compared to beef production in Bartow County	Bartow is 6 th largest beef producer in Georgia; explored possibility of including beef/meat production in Food Hub, re-opening a local slaughter house; worked with vegetable and fruit growers in a regional way
UGA study recommended a “for-profit” structure that would take many years to become profitable	Convened small focus group that decided to delay establishing a food hub, purchasing expensive equipment and a building; instead, take small steps that may lead to towards establishing a full-blown food hub

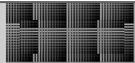
Establishing a non-profit organization	Since UGA recommended a for-profit organization, an attorney and accountant were enlisted to assist on the decision. They advised against a for-profit organization and supported the small step approach that the Task Force recommended. However, we did proceed with recommendations for an advisory board that included representatives from large and small farmers, K-12 schools, higher education, restaurants, elected officials, other government agencies, non-profits, civic organizations and economic engines.
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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.

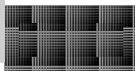
Indicator	Description	Number
1.	Total number of consumers, farm and ranch operations, or wholesale buyers reached	310
1.a.	The number that gained knowledge on how to buy or sell local/regional food OR aggregate, store, produce, and/or distribute local/regional food	151
1.b.	The number that reported an intention to buy or sell local/regional food OR aggregate, store, produce, and/or distribute local/regional food	11
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	11
2.	Total number of individuals (culinary professionals, institutional kitchens, entrepreneurs such as kitchen incubators/shared-use kitchens, etc.) reached	5
2.a.	The number that gained knowledge on how to access, produce, prepare, and/or preserve locally and regionally produced agricultural products	5
2.b.	The number that reported an intention to access, produce, prepare, and/or preserve locally and regionally produced agricultural products	NA
2.c.	The number that reported supplementing their diets with locally and regionally produced agricultural products that they produced, prepared, preserved, and/or obtained	NA

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

Indicator	Description	Number
1.	Sales increased because of marketing and/or promotion activities during the project performance period.	
	Original Sales Amount (in dollars)	NA
	Resulted Sales Amount (in dollars)	NA
	Percent Change $((n \text{ final} - n \text{ initial}) / n \text{ initial}) * 100 = \% \text{ change}$	NA
2.	Customer counts increased during the project performance period.	
	Original Customer Count	NA
	Resulted Customer Count	NA
	Percent Change $((n \text{ final} - n \text{ initial}) / n \text{ initial}) * 100 = \% \text{ change}$	NA



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

Indicator	Description	Number
1.	Number of new and/or existing delivery systems/access points of those reached that expanded and/or improved offerings of	
1.a.	Farmers markets	NA
1.b.	Roadside stands	NA
1.c.	Community supported agriculture programs	NA
1.d.	Agritourism activities	NA
1.e.	Other direct producer-to-consumer market opportunities	NA
1.f.	Local and regional Food Business Enterprises that process, aggregate, distribute, or store locally and regionally produced agricultural products	NA

Indicator	Description	Number
2.	Number of local and regional farmers and ranchers, processors, aggregators, and/or distributors that reported	
2.a.	An increase in revenue expressed in dollars	NA
2.b.	A gained knowledge about new market opportunities through technical assistance and education programs	11
3.	Number of	
3.a.	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)	NA
3.b.	Jobs maintained/created	NA
3.c.	New beginning farmers who went into local/regional food production	NA
3.d.	Socially disadvantaged famers who went into local/regional food production	NA
3.e.	Business plans developed	1

Outcome 4: Improve the food safety of locally and regionally produced agricultural products.
Only applicable to projects focused on food safety!

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

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?
 - a. Partners: Bartow County Cooperative Extension Office; Bartow County; City of Cartersville; Cartersville Downtown Development Authority; Georgia Highlands College; *Georgia Organics; Keep Bartow Beautiful; *Berry College; *GA Agritourism Association; Euharlee Farmer's Club; Cartersville-Bartow County Convention and Visitors Bureau; Bartow County Farm Bureau, Inc.; Rollins Child Development Center; Northwest Georgia Regional Commission; PAT2H - Horticultural Research Services, Inc.; Bartow History Museum; City of Euharlee; Pennant Construction Management, Inc.; Cartersville-Bartow Economic Development Authority; Adairsville High School; *Allatoona Resources Center; Tri County Gin; *Greater Rome CVB; Sharon's Gluten Free Kitchen and More; Cartersville-Bartow Chamber of Commerce; UGA Center for Agribusiness and Economic Development; *College of Agricultural and Environmental Sciences, Sustainable Food System Initiative and Natural Resources Spatial Analysis Laboratory (NARSAL); *The Conservation Fund (Georgia); *University of Georgia College of Agricultural and Environmental Sciences (CASE); *Mountain Conservation Trust of Georgia; *Cartersville Medical Center; *Bartow Collaborative; Bartow County Schools; *Bartow County Department of Public

Health; *UGA Extension Family and Children Services; *Cartersville Medical Center; *Bartow Family Resources; *Bartow Health Project

- b. Most of the 'original' partners in the above list have been active participants with the advisory team for the greater part of three years and none of these partners are expected to change. Any new partners are designated with an asterisk (*) preceding their names. As the planning for this project evolved and the mission became more focused, more partners joined the group.
- ii. How did they contribute to the overall results of the FMLFPP project?
 - a. The 'original' partners above are primarily individuals or groups that have a long history in either agriculture or economic development in Bartow County. For example, the Euharlee Farmer's Club was founded in March 1883. As stated in a 1995 resolution passed by the GA General Assembly, "it is the oldest meeting organization in continuous existence in the United States and has been declared by the United States Department of Agriculture as the oldest farmers' club in continuous operation in the world." Also, the state-wide GA Farm Bureau was initiated when a group of local farmers led by Bob Stiles met in Bartow County in June of 1937. Their efforts were then emulated by farmer groups in other counties.

Since Bartow County is steeped in such a rich history of agriculture, the development of the Highlands Harvest Food Hub seemed like a natural and has been supported from the beginning by the economic development, agricultural and planning interests in the region. The Chamber is now considering a 'committee/task force' to focus on agriculture much like many of the chambers in the mid-west.

- b. **Georgia Organics** is the state-wide organization that many of the farmers interested in selling at farmer's markets, etc. look to for help. They have been very forth coming in offering contacts and 'greasing the wheels' to some potential participants and is still interested in assisting us.
- c. Advice and guidance from the **GA Agritourism Association** has been invaluable. They bring to the table marketing, food safety, economic, and legal expertise that is based and seasoned with a Georgia flavor.
- d. The **Allatoona Resources Center** (ARC) is located in the south end of the county and is populated by citizens in a lower socioeconomic class. This area is a food desert and the county is working diligently to improve the living conditions. Additionally, ARC has been helpful in advising the Highlands Harvest about obtaining 501(c)3 status.
- iii. How will they continue to contribute to your project's future activities, beyond the performance period of this FMLFPP grant?
 - a. The 'original' partners initiated this project in an effort to 'save' a historic property in Bartow County that is under the control of the Board of Regents of the University of Georgia and are committed to the use of the historic structure for the Highlands Harvest project. The historic structure is located on a direct route that is approximately one and one half miles from I-75. These partners include individuals that have development expertise in re-using historic buildings and ties with the GA Trust for Historic Preservation. Efforts are underway to demonstrate how the college and Highlands Harvest ideals and goals are mutually advantageous.

However, if the historic structure is unavailable, local leaders are committed to identifying another suitable location. The group is working with the Downtown Development Authority to identify a site that might serve as a new location for the

- existing farmer's market and then be expanded to include a CSA pick-up location, mobile food truck and then a Food Hub Distribution Center.
- b. **Greater Rome Convention and Visitors Bureau** is the link to our next largest county. Leadership in Rome has recently endorsed a SPLOST project that was approved by the electorate and will develop agricultural endeavors in the Rome area.
 - c. **College of Agricultural and Environmental Sciences, Sustainable Food System Initiative and Natural Resources Spatial Analysis Laboratory (NARSAL)**, located in Athens, GA, is interested in partnering with the Highlands Harvest to help locate our farms on a comprehensive map and is working on a computer program that the Highlands Harvest could use to help connect farmers with the Highlands Harvest and the 'clients' of those farms.
 - d. **The Conservation Fund (Georgia)** recently received a Conservation Improvement Grant from USDA to work with 23 counties surrounding Metro Atlanta to provide pathways for producers to access farmland and USDA conservation programs and strengthen local food systems. Highlands Harvest will be partnering with the Conservation Fund on their projects in Bartow County and the surrounding area.
 - e. During appropriate months the **Cartersville Downtown Development Authority (DDA)** shepherds a farmer's market on the city square, but since there is no manager with specific responsibility for running market, it is not as strong as they would like. The Highlands Harvest project has joined forces with several other entities including the DDA farmer's market may actually evolve into the Highlands Harvest Food Hub.
 - f. **Georgia Organics** is interested in collaborating with **ARC** and Highlands Harvest to get fresh foods available to the citizens in the southern end of Bartow County.
 - g. **GA Highlands College** has been at the table since the inception of this project. Last year the GA Board of Regents approved a logistics program for their campus which dovetails nicely with the needs of Highlands Harvest Food Hub. NARSAL will also be of great value to the logistics issues. Additionally, the college is submitting and expects to receive approval for a nutrition major from the GA Board of Regents.
 - h. The **NW GA Regional Commission** has specific expertise in business planning as well as opening doors to economic development, agricultural and leadership professionals throughout our targeted nine county region.
 - i. Advice and guidance already received from the **GA Agritourism Association** has been invaluable. They bring to the table marketing, food safety, economic, and legal expertise that is based in Georgia and seasoned with Georgia nuances. Their legal expertise in routing projects through the government maze of regulations is expected to be of great value not only to reviving our farmer's market, Highlands Harvest, and potentially a mobile market, but also our farmers.
 - j. The **University of Georgia College of Agricultural and Environmental Sciences (CASE)** completed our business plan and recommended that we form a for-profit food hub and that it would take several years to become self-sufficient (See appendix). A small task force of the original group evaluated their recommendations and concluded that Bartow is not quite ready to form a non-profit. One issue is that the majority of our farmers are extremely large beef, corn, cotton, soybean and sunflower producers.
 - k. We have very few vegetable/fruit producers, however; the 'donut counties' that surround Bartow have many of these smaller producers that we feel can be cultivated into the food hub concept. The Task Force has proposed that we concentrate on some small steps before investing in high cost equipment items that may initially put us at an economic disadvantage. We have joined forces with the

Bartow County Extension service to initially focus on reviving our downtown farmers market.

The following groups have joined us in this effort: *Mountain Conservation Trust of Georgia; *Cartersville Medical Center; *Bartow Collaborative; Bartow County Schools; *Bartow County Department of Public Health; *UGA Extension Family and Children Services; *Cartersville Medical Center; and *Bartow Family Resources.

As stated above, an initial issue with the current Farmer's Market is that there is no paid staff. It falls under the DDA. A more focused group has been formed, the **Bartow County Program Development Team**, that has developed a job description for a Market Manager. This proposal is scheduled to be presented to our Sole County Commissioner in October and later to the City under the auspices of a joint funded part-time position. The next step is to consider a mobile market that will collaborate with local and regional food pantries to distribute fresh goods to people in need. Also, we are considering using our farmer's market as a CSA pick-up point.

- l. **Bartow History Museum's** annual "Baked Goods and Backyard Farms" fund raiser includes a vintage tractor show, an educational agriculture display and public information talks by agricultural experts. Highlands Harvest is participating this year and expects to reach 150+ individuals.
- m. The **Bartow County Department of Transportation** is committed to collaborating with Highlands Harvest to provide transportation for our partners to visit local farms and entities that currently have some Highlands Harvest/agritourism applications in their operations.
- n. **The Conservation Fund of GA (CF) and the Mountain Conservation Trust of GA (MCT)** will continue to work with us in our target geographic area. The CF received a grant that use a "buy-protect-lease-sell" approach to increase conservation of working lands, as well as land access for farmers, including new, young, veteran, and historically underserved farmers. In addition, farmers will have access to technical training, financial support and marketing expertise to ensure their success. A very real plus for this project is the potential help for veterans as well as other possible farmer 'stock' - folks that may not have considered farming as a career choice.

This region is under great pressure to convert farm land to housing development and Highlands Harvest is a vehicle that can economically encourage small farmers to stay in business; if larger farmers want to take advantage of high land prices, the CF's efforts can help them to also prosper while preserving our productive land, our rural way of life and water quality.

- o. **Berry College** was founded in the early 1900s by Martha McChesney Berry whose mission was to make it possible for academically sound students from the rural, poor south to attend college. Her initial premise focused on student work programs and the college still embraces this mantra. Berry thus challenges their students to channel their education towards a positive work experience that betters their community.

Currently Berry encourages their students to become involved in one of their 16 student work experience programs designated as "Student-Operated Enterprises." These "enterprises" are set up with teams that include students and faculty but are managed by the students. Examples include free-range egg distribution, honey bee husbandry, raising Angus beef, a jersey heard for cheese production, vegetable and

herb crops and a partnership to provide fresh food for a farmer's market at a local hospital.

Berry's experience in these 'student-operated enterprises,' is expected to help guide the Highlands Harvest efforts.

- iv. What feedback have the partners provided (specific comments) about the results of the project?
 - a. NARSAL has been very vocal about logistic issues associated with Highlands Harvests. They are working on a computer program that Highlands Harvest could use to help connect farmers with Highlands Harvest and the 'clients' of those farms in a 'virtual' rather than physical Highlands Harvest construct
 - b. The farmer's market that the DDA shepherds does not have a paid manager; it is run as an ad hoc group. There has been discussion concerning the need for a paid manager and some thought given to applying the Berry student-enterprise concept to many of the ad hoc farmer's markets in our region.
 - c. Georgia Organics is interested in collaborating with ARC and Highlands Harvest to get fresh foods available to the citizens in the southern end of Bartow County. GA Organics has a formal program for this process and we are currently in talks to make this a reality. Highlands Harvest has also discussed approaching Dollar General for a partnership in conjunction with this aspect of operation.
 - d. As mentioned above, the NW GA Regional Commission has specific expertise in business planning as well as opening doors to economic development, agricultural and leadership professionals throughout our targeted nine county region. Representatives from this group have attended all the meetings that have been held since the grant was begun.
 - e. Advice and guidance already received from the GA Agri-tourism Association has been invaluable. They bring to the table marketing, food safety, economic, and legal expertise that is based and seasoned with Georgia. Their legal expertise in routing projects through the government maze of regulations is expected to be of great value not only to Highlands Harvest, but also our farmers. They also have educational expertise in educating farmers about food insecurity and the proper handling of food that is going direct to the consumer.
 - f. UGA's CASE feasibility study/business plan report is attached in the Appendix. As an initial step, CASE held a public hearing in Cartersville and recruited interested parties from the region and also developed an on-line survey which was widely publicized. Participation was not as healthy as we had hoped, thus our thoughts concerning more education efforts focused on farmers and consumers in the area.
7. How do you plan to publicize the results?
 - i. To whom (i.e. people, entities) do you plan to publicize the project results?
 - a. The RFQ soliciting an entity to develop a business plan was advertised in the newspaper. Meetings and discussions concerning the Highlands Harvest and its operations have thus far reached approximately 150+ individuals. Per above, the Bartow History Museum offers a farming program that will reach approximately 150+ people.
 - b. Another 'publicity' effort is the development of a logo for branding. The logo was featured in the Bartow History Museum program.
 - c. We have met with our Sole County Commissioner and discussed the UGA results and our next steps, and are planning a meeting in October with our larger group. UGA also notified their contacts about the results of their survey.
 - d. We have developed a Power Point presentation and have presented to one local Rotary club and are on schedule to present to others (See Appendix Photo Log).

- e. We will continue to attend regional extension programs to help develop the concept.
- f. We have done one presentation to our local Rotary and have several others planned.
- g. Also, we worked in partnership with the Etowah Valley Historic Society to host a meeting that was attended by 90+ individuals with diverse interests that highlighted and explained our nomination of the Director of the Georgia Institute of Genetics, Morris William Hallowell “Alphabet” Collins, to the Georgia Agriculture of Fame. His work on cotton genetics in the 1920-1970s revolutionized and revitalized cotton production in the south during a critical time in history.

Protection of this historic building which housed this genetics program was the galvanizing force for a small group of local individuals to begin exploring a new use for the structure. This exploration and economic realities changed the trajectory and focus of the original group to spearhead the Highlands Harvest Food Hub, a regional agricultural economic development project that includes our entire region. This nomination serves to highlight the historic importance of the structure but more importantly for the purpose of this grant to also ‘put a face’ on Highlands Harvest and our agricultural past and future.

As it turns out, Alphabet Collins was not selected to be inducted into the GA Ag Hall of Fame for 2018; but the Hall of Fame committee asked for permission to hold his nomination package to be included in the 2019 selection process, an offer that is not extended to all nominees. However, the individual that bested him is someone well known to all Americans, Former President Jimmy Carter. Thus, we have great hopes for 2019 and the Ag Hall of Fame nomination will help our group to continue in a very public way our efforts to spur our local and regional agricultural economy.

- ii. When do you plan to publicize the results? See Above

*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? Yes, UGA conducted a survey of regional farmers and institutions.
 - i. If so, how did you collect the information?
 - a. See above
 - b. Also, we are actively seeking responses from the general public by attending local civic clubs and presenting our ideas and concepts.
 - ii. What feedback was relayed (specific comments)?
 - a. See following UGA Feasibility/Business Plan Report

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: X Yes
- ii. Did the project generate any income? Yes X No
 - a. If yes, \$_____generated and how was it used to further the objectives of this project?

- 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:		
Fringe:		
Contractual:	62,500.00	57,963.58
Equipment:		
Travel:		
Supplies:	2,700.00	894.45
Other:		
Indirect Costs:		
TOTAL:	65,200.00	58,858.03

- 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:	19,741.00	21,987.77
Fringe:	6,119.00	9,423.33
Contractual:		
Equipment:		
Travel:	3,900.00	4,875.00
Supplies:		
Other:	14,400.00	16,800.00
Indirect Costs:		
TOTAL:	44,160.00	53,086.10

10. 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).
- ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:
 - 1) **You don't know what you don't know.** The project began as a vegetable/fruit 'outlet' for our farmers. During the middle of our efforts the fact that we have mostly beef production in our county was suddenly highlighted. The large beef production was not a surprise, but the potential of including this product in the Highlands Harvest mix was a surprise.
 - 2) **Think outside of the box and explore all public relations opportunities for your project.** We knew that the GA Institute of Genetics and Alphabet Collins were great historic resources but were not even aware of the GA Agri-Hall of Fame award and the doors that this could open for us. This opportunity surfaced because we cast a wide net and had passionate people involved that explored every avenue.
 - 3) **Include a very diverse group in your planning and brainstorming.** Our current Farmer's Market does not accept EBT credits. By partnering more closely with our Extension Service personnel, we are pursuing this designation and a potential of 2-for-one EBT credits
 - 4) **Have an open mind to other options.**

- a. Our mind was set on a non-profit model, but when UGA suggested a for-profit model, we re-evaluated economic realities and chose not to plow full steam ahead – rather to regroup and take a more measured approach to help ensure that the long-term goals and dreams have a chance at success.
- b. We were focused on the location near the college as a site, but that site and property ownership is complicated, and the issues are somewhat beyond our control. We worked on it and still have hopes that this may work out in time. The partnership with the University System of GA and educational opportunities at that site are endless

However, a historic downtown site with an agricultural context has surfaced that may have even more economic impact and help ensure success. Additionally, this downtown site is fraught with storm water issues that potentially may be addressed with redevelopment of the site.

- 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:
- iv. Discuss if and how the result of this project can be adapted to other regions, communities, and/or agricultural systems.
 - a. Certainly, this model and many others are being replicated throughout the south and US. What potentially makes this project unique is using the collective focus of agriculture, historic preservation, education, water quality, veterans, development pressure funding opportunities to address a multitude of problems.

11. Future Work:

- i. How will you continue the work of this project beyond this grant? In other words, how will you implement 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.
- 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. Part-time Bartow-Cartersville Farmer's Market Manager
 - b. By adding a mobile market, potentially part-time morphs to full time
 - c. Using the Farmer's Market as a CSA outlet and helping educate our producers and consumers about the importance of local food.
 - d. Partnering with our local food pantries that cannot offer fresh food
 - e. Beginning to include in our discussions the local veterans' programs which are housed in our building