

## 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](mailto: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.

<b>Report Date Range:</b> <i>(e.g. September 30, 20XX-September 29, 20XX)</i>	October 1, 2014-September 29, 2015
<b>Authorized Representative Name:</b>	Paul Lowe
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<b>Recipient Organization Name:</b>	Kansas State University
<b>Project Title as Stated on Grant Agreement:</b>	Assessment of the Salina Area Food System
<b>Grant Agreement Number:</b> <i>(e.g. 14-LFPPX-XX-XXXX)</i>	14-LFPPX-KS-0064
<b>Year Grant was Awarded:</b>	2014
<b>Project City/State:</b>	Salina/KS
<b>Total Awarded Budget:</b>	\$24,886 + \$8,329 (match) = <b>\$33,215</b>

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: Barbara Goode ; Email: barblj@ksu.edu ; Phone: 785-452-9456

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.

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: Build a steering committee comprised of people who are key to the Salina community local food system. This includes the collaborators on this grant, along with other community leaders and networkers.**
    - a. *Progress Made:* The original collaborators on the grant included individuals representing the following organizations: Prairieland Market (a market selling only organic products); Kitchen 4 Hire (an incubator kitchen); North Salina Community Development (an economic development organization focused on the oldest and economically disadvantaged part of Salina); Kansas Rural Center (a state sustainable farm and food system advocacy group), K-State Center for Engagement and Community Development, K-State Engineering Extension, and K-State Salina. The steering committee is comprised of the original partners and have added individuals that represent Salina Area United Way, Southeast of Saline school board, Live Well Saline County (a healthy communities initiative group), Kansas Department of Health and Environment-Bureau of Health Promotion, Thelander Acme Farms, Salina Farmers Market, and Moss Treescapes and Nursery.
    - b. *Impact on Community:* The 15-member steering committee, representing 14 organizations, held 10 meetings, each attended by 8-13 members. The first meeting was held October 29, 2014. The committee is referring to itself as the Salina Area Local Food Task Force. Through this network, the community has increased its knowledge and awareness of the local food system.
  - ii. **Goal/Objective 2: Identify as many entities as possible in the Salina/Saline County area who are interested in promoting local foods.**
    - a. *Progress Made:* The Salina Area Local Food Task Force identified 225 individuals and another 15 organizations/businesses that might be interested in local food promotion.
    - b. *Impact on Community:* During the project’s first quarter, individuals were emailed and followed-up with phone calls to invite them to a meet-and-greet event to introduce them to the project. An email service was used to send group emails to 256 addresses.
  - iii. **Goal/Objective 3: Meet with identified local-foods stakeholders, to assess opportunities for collaboration and to gauge participants’ interest and knowledge in having a local food policy council and food hub.**
    - a. *Progress Made:* Held two events, well-attended by stakeholders representing all aspects of the food system, especially producers. The first event, held January 29, 2015 and attended by 180 individuals, was a meet-and-greet to inform stakeholders of our project and to get input on barriers, benefits, and possible solutions. The second event, held March 10 and attended by 60 individuals, was a six-hour workshop. Attendees at the first event learned from a panel that represented each core category of our local food system, simplified with the following titles: growing, processing, distribution, cooking and eating, and waste. At the second workshop, in addition to learning about food system basics, a five-member panel educated participants on topics including food policy, food hub/coop, food insecurity, national farm to

retail market, and food waste. At both events, 10 maps (30"x 40") were displayed on easels and showed the five food system categories, one mapped at a "Salina" scale and its pair at a "north central Kansas region" scale. Attendees were asked to check locations of the entities identified in the food system categories and add missing entities to the map.

b. *Impact on Community*: The events allowed the community to express their thoughts on the local food system. The community learned about food systems and what the Salina area system looks like. These events allowed for much networking especially between local producers and consumers. An information table was set up at each event for participants to place brochures and business cards. At the first event, we quickly learned one table was not enough and set up a second table.

At the first event, the steering committee asked attendees to complete cards asking them to identify the strongest feature about our food system, what is missing in our region, and if they had a magic wand, what three things they would like to add to the food system sector they represented. Responses were obtained from 66 cards with 33 (50%) comments having to do with needing a "distribution system or cooperative," "connecting growers with buyers," "providing variety," "year round access to local food," and "consistent supply." Of the 66 comment cards, 19 (29%) had to do with opportunities for improving, expanding, or increasing the number of farmers markets in Salina. (Salina had one seasonal farmers market with typically less than 10 vendors.) Comments were sorted into 12 topics including advocacy, big vision, education, environmental, expand market, expand production, food access, healthy nutrition, innovation in distribution, networking, organic/non-GMO, and processing.

At the second event, a professionally facilitated workshop, participants discussed the topics of interest identified from the comments at the meet-and-greet event plus additional topics of interest identified at the workshop. Small discussion groups were formed around the topics, and after discussion, participants voted on the issues with which they were most concerned. Small groups were then formed around the seven priority issues (big vision, environmental, education, food access, networking, processing, and supply and demand) to discuss and identify potential solutions.

iv. **Goal/Objective 4: Select up to three priority strategies from the local-foods stakeholders analysis and formulate plans for addressing them.**

a. *Progress Made*: The stakeholder meetings identified the need to connect local growers with local consumers. The demand for local foods will need to be driven by both the market and policy. After small group discussions and prioritizing activities, the workshop identified the following greatest needs for our area:

1. a food policy council/advisory board,
2. a means to market producers' products,
3. and education (for the consumer and the producers).

A food policy council or advisory board is needed at both the local and state levels to incentivize the demand for local foods. The need for a distribution system that is organized as a food hub or cooperative (possibly a virtual food hub model) was identified. To market more producers' products, the single farmers market in Salina needs to be expanded or create additional ones. Also, lower income households need a way to obtain local foods. To expand

the demand for local foods, consumers need much education and a paradigm shift in their way of purchasing and using food.

Salina Area Local Food Task Force members have met to develop projects and formulate scopes of work to begin addressing solutions to the gaps in its food system.

b. *Impact on Community*: The impact includes an increase in awareness of the issues and great networking. The community has benefitted from having access to two additional farmers markets this past growing season. The workshop gave producers the confidence to expand the existing lone farmers market. The plans are to continue with having three farmers markets. A wellness coalition, Live Well Saline County, is taking on one of the identified food related issues—food policy councils. Salina Area Local Food Task Force members have volunteered time and donated travel expenses to regularly attend the Kansas Local Food and Farm Task Force meetings. Outcomes from the State task force can impact our community’s local food promotion plans.

v. **Goal/Objective 5: Conduct an analysis of Prairieland Market and Kitchen 4 Hire to develop short-term and long-term strategies for increasing participation.**

a. *Progress Made*: Met with Prairieland Market Board of Directors and with Kitchen 4 Hire management staff to discuss plans for conducting these assessments. Questionnaires were developed, one for Prairieland Market and another one for Kitchen 4 Hire. The questions were designed to gather information on the internal strengths, internal weaknesses, external opportunities, and external threats (SWOT) to Prairieland Market and to Kitchen 4 Hire. The Prairieland Market questionnaire went to its email list of about 500 addresses and received responses from 230 individuals. Most questions were designed as essay format, so results were summarized by hand. The Kitchen 4 Hire questions went to 19 current and former clients, Kitchen 4 Hire Board of Directors and staff, and interested stakeholders. It received responses from eight individuals.

b. *Impact on Community*: This was an opportunity for participants to express their thoughts on the strengths, weaknesses, opportunities, and threats to Prairieland Market and to Kitchen 4 Hire, both of which struggle to stay in business.

vi. **Goal/Objective 6: Select up to three priority strategies from the Prairieland Market/Kitchen 4 Hire analysis and formulate plans for addressing them.**

a. *Progress Made*: The results of the SWOT analyses of Prairieland Market were summarized into graphs and abbreviated lists. Results were presented to the Board of Directors then later to its patrons who attended a facilitated “brainstorming” meeting. Four main categories/priority strategies were formed as a result of the SWOT analyses: local producer support, bulk food sales, prepared foods, and education on healthy living. Meeting participants helped with identifying *collaborators* and *possibilities* for each category. The Board of Directors is further investigating the *possibilities*. Plans for addressing these priorities include the following:

- Carry more local produce year round. Feedback from the SWOT analysis indicated *local* trumped *organic*. During the project period, Prairieland Market began carrying more local produce and will continue. The Market is exploring the possibility of adding local fresh produce during winter months for producers with high tunnels.
- Contact producers that participated in the local food system assessment events, but don’t currently sell their products at the Market.

- Better communicate with local consumers through its large email list.

In May 2015, Kitchen 4 Hire was selected to participate in Kansas State University's Launch a Business (LAB) program sponsored by the Center of the Advancement of Entrepreneurship. Results of the SWOT analysis were shared with the advisors of LAB. Kitchen 4 Hire is in the process of re-branding and will serve more as a consultant to promising entrepreneurs.

b. *Impact on Community*: The community will have greater, year round access to local foods.

- 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, 20\_\_). Include further explanation if necessary.
  - Number of direct jobs created: N/A
  - Number of jobs retained: N/A
  - Number of indirect jobs created: N/A
  - Number of markets expanded: N/A
  - Number of new markets established: N/A
  - Market sales increased by \$insert dollars and increased by insert percentage%. N/A
  - Number of farmers/producers that have benefited from the project: N/A
    - Percent Increase: N/A
- 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? N/A
- Discuss your community partnerships.
  - Who are your community partners?* Our partners have been serving as a steering committee and is comprised of individuals that represent Prairieland Market, Kitchen 4 Hire, North Salina Community Development, Kansas Rural Center, K-State Center for Engagement and Community Development, Salina Area United Way, Southeast of Saline school board, Live Well Saline County, the Kansas Department of Health and Environment-Bureau of Health Promotion, Thelander Acme Farm, Salina Farmers Market, Moss Treescapes and Nursery, and Kansas State University.
  - How have they contributed to the overall results of the LFPP project?* Partners attended 10 steering committee meetings to plan and host two well-attended food system assessment events. This well networked group of partners identified almost 250 stakeholders to invite to our first food system assessment event, a meet-and-greet. They made numerous one-on-one contacts by telephone, email, and face-to-face to encourage stakeholders to register and attend the event. They used social media. They also recruited people to serve on a panel at the first event to present and answer questions on the food system categories.

As a result, we had 193 stakeholders registered and approximately 180 attend the meet-and-greet event. Participants represented all aspects of the food system including 55 who, when registering for the Meet and Greet, identified themselves as growers. Not counting personal gardeners, the growing category was represented by 37 farms and gardens. Others who attended the Meet and Greet included the City Manager, the County Administrator, three City Commissioners (including the Mayor), and two County Commissioners. Additionally, a representative from the Kansas Farmers Union, Kansas Farm Bureau, the local school district's

and the local hospital's directors of food services attended. The event was held at the location where one of the project partners manages the Kitchen 4 Hire incubator kitchen.

"Fearing" such a good turnout at the second food system assessment event (a six-hour workshop), we hesitated to open the invitation to the general public. Partners on the steering committee identified key stakeholders that represented the various entities of our food system. Names were divided among steering committee members to make personal invitations. The workshop had 60 participants, with at least 20 representing the growing sector of the food system. Again partners found experts in the field to serve on a panel to present and answer questions on topics including food policy, food hub/coop, food insecurity, national farm to retail market, and food waste.

Even though food is not an allowable cost, it played an important role at both events and the Prairieland Market partners are credited for preparing appetizers and a meal using as much local food as possible. Meals were prepared in the Kitchen 4 Hire incubator kitchen. Kansas Alliance for Wellness donated funds for food and serving supplies. Much local food was donated or sold at a reduced cost.

- iii. *How will they continue to contribute to your project's future activities, beyond the performance period of this LFPP grant?* The Salina Area Local Food Task Force has joined the Live Well Saline County coalition. One of the coalition's main objectives is to form a Saline County food advisory board. Prairieland Market is transforming itself to be known more as the year-round location to purchase local meats and vegetables than its previous reputation of carrying only organic products. With a USDA FMPP grant, Kitchen 4 Hire is working with North Salina Community Development to offer farmers market produce to lower income consumers. The Salina Area United Way continues to promote community conversations which are used to guide the community to make better choices in public policy and programs which include healthy communities initiatives.
5. *Are you using contractors to conduct the work? If so, how did their work contribute to the results of the LFPP project?* The food system specialist and Program Manager at the Kansas Rural Center, Cole Cottin, guided the steering committee through the process of community foods organizing and conducting the community food assessment. Her extensive experience with conducting similar events provided valuable input during the planning for the two events. Myles Alexander, formerly with K-State Center for Engagement and Community Development, facilitated the six-hour workshop's large and small group discussions to narrow the many topics of interests into priorities for our community.
6. *Have you publicized any results yet?\**
  - i. *If yes, how did you publicize the results?* Project updates were given at partner meetings, a community outreach event, a workshop, two conferences, in newsletters, and a local talk radio program. Partners met one-on-one with our City Manager and each State and one Federal legislator. Partners that reported on this project at their meetings included Prairieland Market, Live Well Saline County, and North Salina Community Development. The League of Women Voters invited three Salina Area Local Food Task Force members to hold a panel presentation at a Lunch & Learn event in March that was filmed for follow-up viewing on the local Access television station. An exhibit was made (Attachment 1) and displayed at a community outreach event (*Discover Salina Naturally* in May) and a state conference (*Healthy Food Summit, Salina,*

Kansas in August). PowerPoint presentations were given at two conferences [*Healthy Food Summit* (Attachment 2) and the *2015 National Value Added Conference*, Austin, Texas in May] and an environmental sustainability college class (Kansas Wesleyan University) . The Meet and Greet (Attachment 3) was featured in the [Rural Grocery Initiative e-newsletter](#) of one of our partners, Center for Engagement and Community Development. Results of stakeholder input at the Meet and Greet were used in developing the six-hour workshop for stakeholders (Attachment 4). Results of the local food stakeholder workshop have been publicized in meetings, support letters, and a newspaper article (Attachments 5).

Results of the SWOT analyses were presented at a meeting. An invitation to the meeting was sent by Prairieland Market to its newsletter email list of approximately 500 addresses. Approximately, 30 attended the meeting.

- ii. *To whom did you publicize the results?* Those that heard about our project and the results of the local food system assessment workshop included local producers, local food consumers, Prairieland Market's member shoppers, non-member shoppers, local and state government leaders, the Kansas local food and farm task force, college students, state and national conference attendees, and the general public.
  - iii. *How many stakeholders (i.e. people, entities) did you reach?* At least 500.  
\*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?* We didn't formally collect feedback about our work; however, we received positive comments verbally and in emails.
  - ii. *What feedback was relayed (specific comments)?* Following the Meet and Greet, a local food consumer emailed the following, "It was a wonderful evening, and heartwarming to see so many folks there, and so many who are not in my usual circle of exposure. You were able to draw from a variety of connections, obviously." A local meat producer emailed, "The Meet and Greet did seem energizing and was well executed." The producer goes on to list the names of other local producers that he'd like to see invited to the six-hour workshop.
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:   
(previously emailed by our accounting department)
  - ii. Did the project generate any income? No
    - a. If yes, how much was generated and how was it used to further the objectives of the award?  
N/A

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).*

The steering committee that became the Salina Area Local Food Task Force consists of individuals that while representing organizations with diverse interests (healthy food, food quality, healthy communities, community engagement, economic development, incubator kitchen, agriculture, economically disadvantaged, and education), share a common interest in local food. As a result, we were able to reach out to a larger, more diverse audience.

We were pleased that 230 individuals responded to the SWOT questionnaire; however, we should have set up the questions so that the survey software could do more of the analyzing. Because we asked many questions in essay format, we spent extra time evaluating and summarizing each result.

In the meet-and-greet event, we relied solely on one student photographer. Somehow the student lost the camera's memory card. Although cell phone cameras are readily available, the steering committee was extremely busy with various assignments that lead to a successful evening attended by 180 stakeholders. However, only a few low-quality photos are available from that event.

Another lesson learned is just because a local newspaper reporter registered for your event, does not mean he/she is attending in that capacity. We should have confirmed.

- ii. *If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:* We believe we achieved our objectives.
- 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:* While we didn't need additional volunteer hours for in-kind match, a good habit to form when meeting with mostly volunteers is to have them sign in and note the time spent on an activity (e.g., meeting, hosting a community event, or presenting on 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.*

This project, with input from a variety of stakeholders, found the greatest needs for our area include a food policy council/advisory board, a means to market producers' products, and education (especially for the consumer). A food policy council or advisory board is needed at both the local and state levels to incentivize the demand for local foods. The need for a distribution system that is organized as a food hub or cooperative (possibly a virtual food hub model) was identified. To market more producers' products, the one farmers market in Salina needed to be expanded or create additional ones. To expand the demand for local foods,

consumers need much education and a paradigm shift in their way of purchasing and using food. Also, lower income households need a way to obtain local foods.

We are continuing to address these priorities.

- Farmers markets. The project gave producers the confidence to go from one farmers market to three. Discussions with vendors during and at the end of the season found they were extremely pleased with the amount of products they sold. One partner, Kitchen 4 Hire, received a USDA farmers market promotion project (FMPP) grant and plans to assist local farmers with Good Agricultural Practices (GAP) certification and provide the means for consumer recipients of Supplemental Nutrition Assistance Program (SNAP) benefits to be able to purchase at farmers markets.
  - Local food distribution: food hub/cooperative. Partners on this project plan to apply for a USDA LFPP implementation grant in the next grant cycle to develop the means for northcentral Kansas region producers to aggregate their products for distribution in the Salina area. The project would explore supplying institutions and restaurants, as well as individual households.
  - Farmers market-food aggregation and distribution. One project partner, Prairieland Market, is exploring the possibility of becoming a location to sell local fresh produce year round and are inviting more producers to participate.
  - Food policy council/advisory board. One of the project partners, Live Well Saline County, sponsored a webinar in November, 2015 for interested stakeholders to learn more about food policy councils. The webinar presenter was Natasha Frost, Public Health Law Center. We have visited with local government leaders about what model best fits our community. A committee is volunteering to further pursue organizing such a council or board for our area.
  - Education. Interested stakeholders are volunteering to show a film and host a discussion in January related to healthy eating. A goal of the film showing is to find out who else might be interested in promoting local/healthy eating to the general public. This is a relatively easy and inexpensive way to keep local/healthy foods on the minds of consumers. Volunteers plan to host a series of food films.
- 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?
- Continue to look for funding
  - Continue visiting with those communities that have successfully achieved the objectives that we are pursuing (food advisory board, food hub, education and outreach)
  - Continue to collaborate with existing groups that have been formed or discovered as a result of this project
  - Develop and populate a listserv among local stakeholders to promote communication