

**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 2014, March 31 st 2017
Authorized Representative Name:	Emilie Berner
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Recipient Organization Name:	NewYork Presbyterian Hudson Valley Hospital
Project Title as Stated on Grant Agreement:	Hudson Valley Hospital Center Farmers Market Access Expansion Project
Grant Agreement Number: <i>(e.g. 14-FMPPX-XX-XXXX)</i>	12-FMPPX-NY-0128
Year Grant was Awarded:	2014
Project City/State:	Cortlandt Manor, NY
Total Awarded Budget:	\$99,899

FMPP 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 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: enhance awareness of and access to the market among low-income, low-access communities.

a. Progress Made:

1. Marketing: Hired a Farmers Market Community Outreach Coordinator to implement this initiative. We implemented a public relations campaign to raise awareness in the local community. This involved advertizing in local media, such as Pennysaver, WHUD, Northern Westchester Examiner, and Westchester Magazine. In addition to these basic advertising spots, the Hospital has published four sponsored articles in a local newspaper to promote Farmers’ Markets and local produce. The Hospital has carried out a number of activities to meet program objectives. Several of these activities were continuation of activities initiated during the previous reporting period. These include the continuation of consumer outreach campaign’s distribution of printed materials to key housing areas and social and health service providers in low-income areas, such as the Kiley Center Rapid Produce Distribution, Peekskill Agencies Together, Peekskill Agencies Together Health Fair, Peekskill Senior Club, HRHcare Youth Health Summit, Fieldhome, and Drum Hill Senior Center. Frances McCarthy, our coordinator of the Farmers’ Market, has continued efforts to connect with local community organizations to gain more visibility and traction for the market and its target populations by attending several Peekskill Agencies Together meetings, visiting local businesses community centers such as places of worship and libraries. Emilie Berner, Coordinator, has attended numerous fairs, such as the Yorktown Street Fair, the Silver Linings Healthy Aging Fair, the Senior & Care Givers Health Fair, and the Healthy Heart Fair. Additionally, farmer outreach and vendor recruitment, and use of social media to promote the farmers’ market, as well as healthy diets and local agriculture in general has been ongoing since the beginning of our grant.
2. Transportation: We implemented a shuttle service to transport low-access persons to and from the market. When the shuttle service was no longer necessary, we implemented a taxi service to transport low-access persons to and from the market.
3. SNAP/EBT: The Hospital is currently able to accept and process SNAP purchases at the market, provide transportation to targeted populations, and continued extensive public relations campaign that utilizes digital, print, and radio broadcasting media outlets to best promote the market and its services.
4. Vendor Outreach: Over the years, Michael Bulger (former project manager), Monica Dietrich (former farmers’ market coordinator), and Emilie Berner (current project manager), have met with numerous

vendors and seen their farms firsthand. These visits included trips to Back to the Future Farm, Leland Farms, Cabbage Hill Farm, Longhaul Farm, Fable Farms, and Sprout Creek Farm. We have welcomed 12 new vendors: Bakes by Kristin, Healthy Pantry Picks, Jadore Bakery, Journey Man Bakery, Mozzarella4U, Pappis Mediterranean, Spoon me Soups, Will Yum Spice, A New Purpose, Barefoot Books, Body Sculpt by Karen, Wychcraft.

b. Impact on Community: We found our awareness efforts to be successful. Many people from the community attended the market. Specifically, attendance increased 84% from start of 2016 season to end of 2016 season, and of the 62 customers surveyed, 95% found what they were looking for at the market, 47% attended every market, 85% rated the level of courtesy as excellent, 72% rated the level of variety as excellent, 80% rated the quality of products as excellent, and 36% rated the prices as excellent. Additionally, this season we hosted our first ever Fall Festival on October 18th complete with fall activities like pumpkin decorating and contest, fall time foods such as apples, maple syrup, and more. Attendance for that market increased to over 500 people. Additionally, this year we hosted our first ever Holiday Market on December 20th, complete with a raffle, and holiday themed market goods. Attendance for that market was almost 500 people.

ii. Goal/Objective 2: increase the number of farmers participating in the market

a. Progress Made: We engaged in direct outreach to farmers in surrounding counties to encourage their involvement. We established an online and social media presence specific to farmers to increase communication, awareness, and involvement. Our facebook page has over 300 followers. Additionally, 31 vendors currently participate in the market, which is about double the number of vendors participating last season.

b. Impact on Community: As demonstrated by the data collected in our vendor feedback survey, of the 13 vendors who completed the survey, 77% rated the market as being successful, and 23% rated it as being very successful. All were satisfied with the market location and flow. All are likely to participate in the 2017 market season. 84% found that being a part of the farmers market was beneficial to their business outside of the market, and 15% did not. All were satisfied with the market coordinator. And they rated the following characteristics of the market as such:

Vendor Survey Data:	Poor	Good	Excellent
Overall Experience		5	8
Product Sales	1	9	3
Table Location		4	8
Market Coordinator		2	11
Hours		8	5
Organization		6	7

- iii. Goal/Objective 3: enable SNAP benefits to be used at the market
 - a. Progress Made: Purchased an EBT machine and implemented a scrip system to enable and encourage the use of SNAP benefits.
 - b. Impact on Community: table below demonstrates the SNAP transactions per market.

Date	Amount
7/5/2016	\$6.00
7/5/2016	\$4.00
7/5/2016	\$13.00
7/19/2016	\$30.00
7/19/2016	\$16.00
7/19/2016	\$10.00
8/2/2016	\$4.00
8/2/2016	\$30.00
8/2/2016	\$6.00
8/2/2016	\$15.00
9/6/2016	\$6.00
10/4/2016	\$0.00
10/18/2016	\$21.00
11/1/2016	\$25.00
11/15/2016	\$22.00
12/20/2016	\$0.00

- 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, 2014). Include further explanation if necessary.
 - i. Number of direct jobs created: 1
 - ii. Number of jobs retained: 1
 - iii. Number of indirect jobs created: 0
 - iv. Number of markets expanded: 1
 - v. Number of new markets established: 0
 - vi. Market sales increased by \$2,556 and increased by 160% (from \$1,593 at the start of the 2016 season, to \$4,149 at the end of the 2016 season).
 - vii. Number of farmers/producers that have benefited from the project:
 - a. Percent Increase: 158% (from 12 vendors at onset of grant, to 31 at end of grant).
- 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. Previously, the market was populated by hospital employees. Currently, less than half of customers surveyed are hospital employees.
- 4. Discuss your community partnerships.
 - i. Who are your community partners?

- a. Kiley Center Rapid Produce Distribution, Peekskill Agencies Together, Peekskill Agencies Together Health Fair, Peekskill Senior Club, HRHcare Youth Health Summit, Fieldhome, and Drum Hill Senior Center.
 - ii. How have they contributed to the overall results of the FMPP project?
 - a. The above community partners have consistently displayed flyers and discussed the farmers market in their communities. Marketing and community partnerships are essential to the success of the market, as they generate an indispensable marketing tool: word of mouth. Without our community partnerships and locally placed advertisements, it is certain that our market would not have been as successful, as demonstrated by an increase of 84% in consumers over the market season (264 at the start of the 2016 season, 488 at the end of the 2016 season, peaking at 573 attendees mid-season).
 - iii. How will they continue to contribute to your project's future activities, beyond the performance period of this FMPP grant?
 - a. Continued community partnerships will be important as our marketing funds are eliminated due to the grant termination. As we will no longer be able to strategically place advertisements, and will no longer have funds to purchase marketing materials, we will rely upon community partnerships to continue to promote the upcoming markets. The grant, enabled the hospital to create a position for a Farmers' Market Coordinator and the hospital has agreed to continue the employment of Ms. McCarthy to enable the hospital to remain represented in all the community partnerships.
5. Are you using contractors to conduct the work? If so, how did their work contribute to the results of the FMPP project?
N/A
6. Have you publicized any results yet?* N/A
- i. If yes, how did you publicize the results? N/A
 - ii. To whom did you publicize the results? N/A
 - iii. How many stakeholders (i.e. people, entities) did you reach? N/A
- *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?
 - a. We conducted surveys mid market season, and at the end of the season to determine the quality of our market and areas for improvement. We also conducted a survey with our vendors, to gather information about our successes and areas for improvement (detailed below)
 - ii. What feedback was relayed (specific comments)? As mentioned previously, of the 62 customers surveyed, 95% stated that they found the products that they were looking for at the market, 47% reported attending every market, 85% rated the level of courtesy as excellent, 72% rated the level of variety of product as excellent, 80% rated the quality of products as excellent, and 36% rated the prices as excellent.

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: Yes
- 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).
 - a. Our grant enabled us to learn many lessons. The main takeaway from our experience is that good marketing can make all the difference in the success of a project. By promoting the market to local targets and partners, we were able to effectively increase both attendance and sales. More specifically, at the onset of the market season, attendance was lower, at around 250 people per market, and sales were lower too at an average of \$122 per vendor. At the end of the season, attendance had increase 84%, and average sales per vendor were at \$183, a 50% increase. Another approach that we took later on in the season was to give marketing materials (post-cards) to our vendors for them to take with them and place on their market tables wherever they went. This expanded our marketing reach to include all the markets that each vendor attended; thereby giving us more visibility.
 - b. Additionally, not charging the vendors a slot fee, or taking a percentage of their sales (as most farmers markets do), ensured that our vendors were content, and that, in turn, ensured that they were committed to attending the market. Any changes in attendance were well communicated, and given in advance of each market. The happiness of the vendors also ensured that our customers had a pleasant experience, and many of them returned, as demonstrated by our customer feedback survey results. This, we hope, lead to customers sharing their experience with their community.
 - c. One experience that surprised us, were how effective the reusable tote bags were in bringing contentment to our customers. We would distribute these bags to the first 100 customers, and many expressed to us how useful the bags were in providing them with a comfortable shopping experience. What's more, the bags had a marketing effect that spread beyond the market, as customers would report using them regularly in their shopping experiences outside of the market. While it is difficult to measure the ripple effect of the tote bags, we can report with certainty that customers were content to receive them, and that perhaps the increase in market attendance over the course of the season was partially generated by these reusable bags. What's more, it promoted the farmers market as a sustainable place of business, and economically conscious, as many of the vendors did not need to use their own plastic bags for customers.
 - d. While we did not have any negative experiences, our shuttle service was not successful in practice, because, despite promoting the greater access to the markets, along with increased stops along the route, the shuttle was costly and

not utilized to the degree anticipated. The initial idea was to provide a shuttle service that would bring people to and from the market for their convenience. The shuttle went to strategic, high-density locations, and ran frequently throughout the market day. When we found that only a small percentage of the market participants were using the shuttle, we decided to cut it from our operation, as it was very costly to the program, and not impactful. We instead contracted with a local taxi service that would pick up any customers and drop them off (to and from market), free of charge to the rider and the hospital would cover all costs. This saved us a lot of money, which we could dedicate to our marketing efforts, which were proving to be successful. However, even the use of this service was quite limited during the 2016 season; therefore this will not continue during the upcoming 2017 season. We do not expect this to have any negative impact on the volume of customers.

- e. The placement of the market also changed in 2016. Previously, the market was held in the west-lot of the Hospital. Not only did this create unnecessary foot traffic in the parking lots, but it also was more weather dependent. The 2016 market took place in the main lobby of the hospital, and just outside under the overhang. This increase traffic to the market, as people who were entering the hospital for reasons other than the market would stop in, look around, and often make a purchase. Additionally, vendors were content, as in the summer months they had access to the air-conditioned space; and when it rained customers would be more likely to attend the market, as it was sheltered.
- ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:
 - a. We did not reach as many SNAP/EBT users as we would have liked to. We believe this could have been for two reasons: (1) the market time is 11am-4pm on Tuesday, when many SNAP/EBT users are working, and (2) it is possible that transportation to the market proved challenging for SNAP/EBT users. However, we began the shuttle and taxi service to address the transportation issue, and it was not as successful as we hoped it would be, so it is likely that the reason we did not reach as many SNAP/EBT users as we would have liked to because of our market hours. We considered changing the market hours, however we thought it would be too disrupting of the schedule, and create confusion for our core customer base. That said, we connected with FMNP (Farmers Market Nutrition Program), and have asked that eligible farmers participating in our market join the FMNP program, which allows them to accept WIC checks. Currently, we have enabled two vendors to participate in this program, assisting them in enrolling. We found that there were more customers in our market desired to use their WIC checks than customers seeking to use SNAP.
- 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. This farmers market has proved to be a very successful community builder: it welcomes SNAP/EBT users, maintains a regular, bi-monthly schedule, supports local farmers and products, connects with local groups for promotion, and creates a pleasant ambiance for all those who participate. It is very useful to have a farmers market coordinator who not only runs each market, but also prepares all the paperwork from vendors, recruits vendors to expand the market, markets the market, places orders for materials, follows up with

vendors to confirm participation, and masterminds the flow of the market to provide shoppers and vendors with an easily and pleasant experience. For others who want to implement a similar project, a farmer's market coordinator is strongly advised.

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.
 1. This project has created 1 position: Farmers Market Community Outreach Coordinator. This work will continue beyond the performance period.
 2. Marketing: The Farmers Market Community Outreach Coordinator will continue the consumer outreach campaign's distribution of printed materials to key housing areas and social and health service providers in low-income areas. This will both enhance our community partnerships, and continue essential marketing initiatives. Participation in future community fairs will continue to assist us in gaining more visibility. The signs and marketing materials purchased will prove useful in promoting the market beyond the project performance period. Farmer outreach and vendor recruitment, and use of social media to promote the farmers' market, as well as healthy diets and local agriculture in general will continue beyond the performance period.
 3. SNAP/EBT: The Hospital is currently able to accept and process SNAP purchases at the market and will continue to do so to benefit future community goals.
 4. Farm Outreach: the Farmers Market Community Outreach Coordinator will continue to seek vendors for participation in the market to benefit future community initiatives.
 5. Schedule: the farmers market is scheduled to run bi-monthly from May-November, with a holiday market in December through 2017, and we are hopeful that it will continue to run for years to come. The impact of this market is not always quantifiable: it is seen on the joyful faces of our customers, it is felt in the dedication of our vendors, and it is welcomed by our environment.
- 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. Our initial project goals were to (1) enhance awareness of and access to the market among low-income, low-access communities, (2) increase the number of farmers participating in the market, (3) enable SNAP benefits to be used at the market. We have more ideas for enhancing awareness of and access to the market among low-income, low-access communities by expanding the reach of the market to include local schools and senior homes. We are beginning negotiations with local schools to provide market field trips. We are also

planning to partner with local senior homes to have their shuttle service bring more seniors to the market. We will continue to conduct aggressive vendor outreach to recruit vendors for the market, and add them in as the season goes along. We will continue to uphold our dedication to SNAP users, and enable SNAP at every market, and continue to promote the FMNP program with our vendors which ensure that customers seeking to use their WIC checks can use them at our markets. Thanks to this grant, now we have a rich soil in which we can grow our market, and with which we can nourish our community.