

**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>	09/30/2015 – 09/29/2017
Authorized Representative Name:	Phyllis C Klima
Authorized Representative Phone:	K620-791-7843
Authorized Representative Email:	Kitchen4hire336@gmail.com
Recipient Organization Name:	Kitchen 4 Hire, LC
Project Title as Stated on Grant Agreement:	Salina Local Food Markets
Grant Agreement Number: <i>(e.g. 14-FMPPX-XX-XXXX)</i>	15FMPPKS0072
Year Grant was Awarded:	2015
Project City/State:	Salina, KS
Total Awarded Budget:	\$98,791.00

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.

2.
 - i. Goal/Objective 1: Increase sales of locally and regionally produced agricultural products in Saline County, KS especially targeting food desert areas and designated areas of change
 - a. Progress Made: During this 2-year reporting period, Kitchen 4 Hire, LLC staff established and operated a seasonal Farmers Market (9th and Grand Farmers Market) at the Grand Avenue Methodist Church, 304 West Grand Avenue, Salina, KS. This congregation is in low income/low access areas (formerly food deserts) and within the City of Salina designated area of change. Census tracks surrounding the market report over 25% households in the area receive SNAP benefits. Kitchen 4 Hire handled all applications required to implement EBT/SNAP at 3 Farmers Markets. Applications included USDA FNS numbers; Market Link; WorldPay; Nova Dia Group. Kitchen 4 Hire operated EBT/SNAP booths weekly at 3 markets (Tuesday, Friday and Saturday), reconciled all sales, tracked redemption by vendor and reimbursed vendors for EBT/SNAP tokens redeemed at their booth.

Kitchen 4 Hire annually applied for a Temporary Use Permit from the City of Salina for operation of the 9th and Grand Farmers Market on property owned by a religious organization. Kitchen 4 Hire worked with City Development staff to petition the City Planning Commission and finally the City Commission to successfully pass statutory changes in 2015-16 to allow Farmers Markets on property owned by religious organizations. Implementing statutory changes has opened the door to allow future consideration of statutory changes supporting local food production, distribution and sales. Eight producers were vendors at the market. All 8 were new vendors in the Salina market.

Kitchen 4 Hire secured participation agreements with the management and vendors of the other 2 farmers markets in Salina for a joint marketing program and to participate in accepting EBT/SNAP payments. Each market also had the opportunity to direct up to \$2,000 annually for their marketing purposes. Kitchen 4 Hire reviewed all marketing plans, paid invoices, and reimbursed each market management for approved expenses after review of paid invoices.
 - b. Impact on Community: The text amendment passed by both the City Planning Commission and the City Commission in 2016 opened all church properties in the city limits for Farmers Market locations. Kitchen 4 Hire was contacted by one congregation in the extreme southern city limits regarding establishing a 4th market in Salina. At the close of this grant, that 4th market has not developed. Because the work of this grant funded project significantly raised the awareness of the value of Farmers Markets, the community has included a potential site for a large Farmers Market permanent location within the downtown redevelopment plan beginning phase one implementation in 2018. The Farmers Market structure

is targeted in later phases and Kitchen 4 Hire staff has been in discussion with the City administration regarding specific needs and possible funding sources.

The new 9th and Grand Farmers Market allowed 8 new vendors into the Salina market and introduced local food to a high SNAP qualified household area of Salina previously not served by any market. All sales at this market represent a 100% increase in local food sales for these 8 vendors.

- ii. Goal/Objective 2: Increase access to local fresh foods to EBT/SNAP eligible households
 - a. Progress Made: All 3 seasonal markets were approved for EBT/SNAP redemption in 2015 and implemented such in both 2016 and 2017 market seasons. Staff were trained on administration and on-site redemption procedures. While not part of this grant, 9th & Grand Farmers Market participated in Double Up Food Bucks in August and September 2016. All 3 markets participated in Double Up Food Bucks Heartland in 2017.
 - b. Impact on Community: EBT/SNAP redemption was available for the first time ever at the 3 seasonal Farmers Markets (May – September) in both 2016 and 2017. Just making the SNAP households aware of the available service was a huge challenge. K4H used social media, paid radio advertising, free radio talk shows, flyers delivered to every household surrounding 9th & Grand Farmers Market, earned newspaper coverage, billboards, rack cards at the food bank, public library, digital ad at the Department of Children and Family Services office, posters on city buses and flyers distributed through social service contacts. Yet the use of SNAP at the markets remained minimal in 2016 with only \$664 total for the season. The 2017 season K4H applied for inclusion in Double Up Food Bucks Heartland (DUFB). This additional incentive helped boost EBT/SNAP to \$2,523 for the season, an increase of 280%. The DUFB redemption for 2017 was \$2,181 bringing the total dollar value of food to SNAP eligible households to \$4,704. Kitchen 4 Hire understands that DUFB is technically not part of this FMPP grant project. However, the inclusion of DUFB significantly impacted the redemption of EBT/SNAP at the markets. Excluding this information would not accurately reflect the local efforts to coordinate programs or assist future grantees in understanding the critical value of partnering with other organizations/programs which can have an invaluable impact on an FMPP project.
- iii. Goal/Objective 3: Increase producer awareness of local, state, regional and federal programs to assist with direct to consumer sales and GAP certification.
 - a. Progress Made: A total of 6 Salina area vendors/producers/people attended the annual Farmers Market Vendor Training, Hays KS (2016 & 2017) and 5 attended the Farmers Market Conference, Manhattan, KS (2016, 2017). Both meetings are hosted by the From the Land of Kansas Division of the Kansas Department of Agriculture. Phyllis Klima, 15FMPPKS0072 project administrator, was a speaker at the 2017 Farmers Market Conference 3/17/2017 relaying lessons learned from this FMPP grant project.

One local Farm to School program offered information meeting regarding GAP certification in 2016. K4H helped distribute information to local producers.

b. Impact on Community: Participation in these training opportunities was far less than Kitchen 4 Hire had anticipated. Producers failed to register even after the repeated invitation from KDA and Kitchen 4 Hire assurance that their registration fees would be reimbursed. Two producers and 2 K4H staff participated in annual KDA Farmers Market training (total of 8 people in 2 years). One producer attended the Annual KDA Farmers Market Conference in 2015. Two K4H staff attended the annual KDA Farmers Market Conference in both 2015 and 2016. Phyllis Klima spoke at the annual Farmers Market Conference in 2016. K4H staff implemented multiple marketing/promotional concepts from these conferences. K4H staff met annually with producers to plan marketing and direct sales opportunities.

To K4H staff knowledge no producers pursued GAP certification as a result of the GAP training opportunity.

c. K4H lost the lease to the teaching/value added kitchen due to the pending sale of the Masonic Center in which K4H previously conducted preservation classes. No other kitchen was located/leases during this 2-year grant period.

iv. Goal/Objective 4: Increase consumer knowledge of local healthy food products, food preparation and preservation.

a. Progress Made: In 2016, K4H hired a local chef monthly to prepare tasting menus of local foods at the 9th and Grand Farmers Market. The other 2 markets do not have access to a kitchen or adequate sanitation equipment to prepare tasting demonstrations. K4H participated with the Kansas Department of Agriculture in a promotional program that has supplied sanitation stations for the 2017 market season. K4H encouraged the other 2 markets to use this equipment and part of their \$2,000 from this FMP grant to hire chefs to feature seasonal tasting menus at their markets. However, neither of the other 2 markets featured tasting menus. In 2017, K4H featured twice monthly tasting menus featuring seasonal products available at the 9th and Grand Farmers Market.

b. Impact on the Community: Vendors verbally reported increased sales of featured products.

3. 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.

i. Number of direct jobs created: 1 part time seasonal EBT/SNAP Clerk

- ii. Number of jobs retained: 1 part time grant administrator, 1 part time EBT/SNAP administrator
- iii. Number of indirect jobs created: none
- iv. Number of markets expanded: 2, both the Salina Farmers Market and the Downtown Farmers Market added vendors
- v. Number of new markets established: 1, 9th and Grand Farmers Market
- vi. Market sales increased by \$3,187 EBT/SNAP and increased by 100%. Estimated total market sales were \$150,000.
- vii. Number of farmers/producers that have benefited from the project: 25
 - a. Percent Increase: 33%

4. 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 this project focused on the inclusion of low income/low access populations by

- i. Introducing EBT/SNAP redemption at 3 Farmers Markets in 2016 & 2017
- ii. Establishing a new 9th and Grand Farmers Market in census tracts reporting over 25% of households as SNAP beneficiaries.
- iii. Allowing 8 new vendors in the Salina market who were not able to enter the oldest market, the Salina Farmers Market.

5. Discuss your community partnerships.

i. Who are your community partners?

- a. Salina Farmers Market
- b. Downtown Farmers Market
- c. Grand Avenue Methodist Church
- d. North Salina Community Development
- e. Live Well Saline County
- f. Central Kansas Foundation
- g. Salina Emergency Aid Food Bank
- h. Greater Salina Community Foundation
- i. City of Salina

ii. How have they contributed to the overall results of the FMPP project?

- a. Salina Farmers Market participated in the joint marketing program and EBT/SNAP redemption.
- b. Downtown Farmers Market participated in the joint marketing program and EBT/SNAP redemption.
- c. Grand Avenue Methodist Church is the site of 9th & Grand Farmers Market and allows use of their kitchen for preparation of tasting menus.
- d. North Salina Community Development distributed 1,500 flyers door-to-door advertising 9th & Grand Farmers Market in June.
- e. Live Well Saline County assisted with distribution of rack cards and flyers to service organizations.
- f. Central Kansas Foundation paid the annual fee for the installation of posters on

- CityGo, Salina's public bus transportation system.
 - g. Salina Emergency Aid Food Bank inserted marketing materials in food distribution packages
 - h. Greater Salina Community Foundation provided a \$500 grant for DUFB at 9th & Grand Farmers Market in 2016 and is holding a temporary DUFB fund for continuation of this incentive post FINI grant expiration in 2019.
 - i. City of Salina has implemented statutory changes to allow location of Farmers Markets on property owned by religious organizations.
 - iii. How will they continue to contribute to your project's future activities, beyond the performance period of this FMPP grant?
 - a. Salina Farmers Market plans to administer the EBT/SNAP program themselves in 2018.
 - b. Kitchen 4 Hire staff has volunteered to continue staffing and administering the EBT/SNAP program for the Downtown Farmers Market in 2018.
 - c. Kitchen 4 Hire will meet with the trustees of the Grand Avenue Methodist Church to discuss the continuation of the 9th & Grand Farmers Market.
 - d. North Salina Community Development and Kitchen 4 Hire will continue to partner to bring local food to this low income/low access area of our community.
 - e. Live Well Saline County is spearheading the development of a Regional Food Policy Council to address food issues in our 13 county area and hosting a local food workshop in 2018.
 - f. Central Kansas Foundation may continue to pay the annual fee for the installation of posters on CityGo, Salina's public bus transportation system.
 - g. Salina Emergency Aid Food Bank continues to insert information about the Winter Farmers Market and EBT/SNAP/DUFB.
 - h. Greater Salina Community Foundation is providing a \$3,500 grant for marketing the new Winter Farmers Market at 9th & Grand Farmers Market in 2017/2018 and is holding a temporary DUFB to provide DUFB funding in Salina post the expiration of the DUFB Heartland grant in 2019.
 - i. This project has definitely raised the awareness of local food issues in Salina. As part of that movement, the City has included plans for a winter market to be located in the new downtown fieldhouse facility beginning in 2017. This market will serve to extend the market season for producers and continue year around SNAP/EBT and DUFB in Salina.
 - j. The City of Salina administration has contacted Kitchen 4 Hire to assist in locating a winter market in a new downtown fieldhouse facility in the fall of 2017. This will allow the community to have access to local foods directly from producers on a year around basis.
- 6. Are you using contractors to conduct the work? If so, how did their work contribute to the results of the FMPP project? NO
- 7. Have you publicized any results yet?* Yes

- i. If yes, how did you publicize the results? We have publicized results at the Kansas Farmers Market conference in 2016. We have also appeared on multiple radio talk shows at KSAL and KINA.
- ii. To whom did you publicize the results? The attendees at the conference included market managers, producers, vendors, KDA staff and the general public. Radio audience information not available.
- iii. How many stakeholders (i.e. people, entities) did you reach? KDA reported 75 in attendance at the conference. Radio listening numbers not available.

*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? Kitchen 4 Hire solicited feedback via a digital survey in 2016.

- i. If so, how did you collect the information? Kitchen 4 Hire emailed a five question survey to producers in 2016 with only 2 producers responding. Representatives from each market were also invited to serve on the Kitchen 4 Hire Farmers Market Advisory Board. Only one producer accepted the request. Gaining their insight in a constructive manner was challenging to say the least.
- ii. What feedback was relayed (specific comments)? The 2 producers responding were both from the 9th and Grand Farmers Market. Below are their comments/concerns
 - a. Can we relocate this market to a higher traffic area?
 - b. We need more customers
 - c. Can we move the market to the grass on 9th street?

9. 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:
- 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?

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).

POSITIVE: The most positive result of this project was the reactions of the SNAP users when they found that they were truly included in Farmers Markets in Salina KS. While the growth in use was very limited in year one, the growth in year two was significant. The growth was partially triggered by the addition of additional SNAP incentives, namely Double Up Food Bucks. Kitchen 4 Hire is well aware that DUFB is NOT part of this FMPP grant, however the initiation of the DUFB incentive resulted in a significant increase in SNAP activity. It would be remiss to not acknowledge that impact.

On a local level it is extremely important to be in partnership with all the agencies that can impact local food consumption. Working with multiple agencies and projects can be

daunting for small organizations like Kitchen 4 Hire. But we recognize the invaluable role they all played in cross marketing Farmers Markets on public transportation, back to school events, community events such as “Discover Salina Naturally”, direct contact with the Department of Children and Family Services which administers SNAP in Kansas, statewide partners like DUFB Heartland for additional incentives, local funding sources for long term sustainability of the project. Building strong partnership will help sustain this project beyond the grant period.

Building a strong, recognizable brand through joint marketing allowed Kitchen 4 Hire to umbrella 3 markets in digital and print marketing. Marketing the brand at multiple events with limited staff and partnering organizations conserved both staff time and resource. One website listing all Farmers Markets, their producers, market dates and special events gave the public a one stop shop for information.

As the project gained community recognition, the Kitchen 4 Hire staff began to be recognized as local food experts. We have been involved in local and state initiatives to increase local food consumption and continue to be the go to people in Salina to champion better access for low income/low access households in Salina.

When this project started the Salina Farmers Market in the oldest Salina excluded new vendors who would sell products already represented in their market. In 2017, that market began to invite those excluded producers to their Saturday market. Unfortunately, the Salina Farmers Market is space limited and may not be able to include all producers seeking inclusion in 2018. Finding a large centrally located, permanent Farmers Market location with adequate amenities to promote a lively market atmosphere and allow multiple markets per week remains a challenge. The City of Salina and Salina Downtown, Inc have embarked on a comprehensive downtown redevelopment plan which includes just such a space in phases 2-3. Phase 1 will start in 2018. Kitchen 4 Hire continues to work with city administration to seek funding and design the facility.

SAVINGS: When the FMPP Grant application was drafted, Kitchen 4 Hire was told that we would not be eligible for the technology to administer the EBT/SNAP sales at the 3 markets. Kitchen 4 Hire had included \$1,000 for that equipment in our initial budget. After the grant award was made and each market received their FNS number, the USDA FNS contact provided additional information and direct web links to apply for that equipment. This saved \$1,000 from the original budget. FNS works directly with Market Link to provide equipment for EBT/SNAP redemption. While the process is rather long and involves multiple agencies, it does provide equipment and internet coverage for implementation of EBT/SNAP at farmers markets. Contact is <http://www.marketlink.org/>

The most substantial savings was in personnel. Project administration required the Project Administrator and the EBT/SNAP administrator to track actual time rather than reporting a percentage of FTE as forecasted in the budget. Original Personnel budget was \$41,070 versus actual of \$22,973.19 for a savings of \$18,096.81. Original Benefits budget was \$5,750 versus actual of \$2,148.99 for a savings of \$3,601.01.

NEGATIVE: One of the most challenging parts of this project was working with producers who for years distrusted and disliked each other. Some of those producers also found

exception to city ordinances which restrict setup and operation of Farmers Markets in Salina, KS. Kitchen 4 Hire staff was frequently caught in the middle of that crossfire. Project administrator, Phyllis Klima, had long term experience with City personnel through previous employment. This experience allowed more fruitful negotiation of required statutory changes and the inclusion of a Winter Farmers Market in a city owned facility post this 15FMPPKS0072 grant period.

Seasonal personnel was eager to accept employment in May but less reliable in late season. In 2016 the original EBT/SNAP clerk resigned. Other Kitchen 4 Hire staff assumed those duties. In 2017, the EBT/SNAP clerk was more reliable and completed the season with only a couple of markets being covered by other K4H staff.

- ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:

The goal to teach cooking/preservation classes was not reached. Kitchen 4 Hire had a lease on a kitchen at the submission of the 2015 grant application. The lease was not renewed because the Masonic Center was listed for sale. The Masonic Center Associates Board terminated the lease agreement in January 2016 prior to the start of the farmers market season in May 2016. Kitchen 4 Hire searched for an alternate location without success.

Kitchen 4 Hire also found that producers who talked about making value added products in a shared use kitchen often found that they did not have the time or funds to hire staff to make the product during peak harvest season. Locating a co-pack may be a more realistic option for those producers interested in value added products.

- 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:

Never assume that any farm producer wants or perceives a need for marketing assistance. While they voice a need for funding, they may not be ready for the required administration required to support that opportunity. Kitchen 4 Hire would recommend requiring any market to appoint a member to a multi-market advisory as a requirement for that market to participate in a multi-market project like this. That appointee would be responsible for all communication back to their respective markets and have the power to vote for their respective market. Our advisory board was by invitation and not a requirement to participate in the grant. Only 1 market consistently came to the meetings.

Kitchen 4 Hire found frequent USDA personnel changes challenging. More frequent communication from us to them would have helped keep that staff more aware of our efforts and challenges.

11. 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.

Kitchen 4 Hire has started a Winter Farmers Market in the Salina Field House. The producers chose to open from 4-7 PM the first and third Tuesdays from October through April. Kitchen 4 Hire owners volunteer to manage the market, administer the EBT/SNAP and DUFEB, and at the direction of the producers develop a comprehensive marketing program. Kitchen 4 Hire has received a \$3,500 grant from Greater Salina Community Foundation to assist with marketing.

Salina Farmers Market intends to assume the administration of EBT/SNAP and DUFEB for their market.

Kitchen 4 Hire has volunteered to administer the EBT/SNAP/DUFEB at the Downtown Farmers Market.

This project is a major reason why Live Well Saline County and North Central Regional Planning Commission have initiated a 13 county Regional Food Policy Council. Recent Saline County "Strategic Doing" meetings convened to shape our county wide future. Local Food is one of the breakout groups actively working towards increasing the production and consumption of local food through education of producers and consumers, and by increasing farm producer income via direct marketing, aggregation, value added products, crop diversity on large mono-crop farms.

Project administrator, Phyllis Klima will continue to work with City official towards the goal of establishing a permanent Farmers Market location with adequate facilities to promote a lively market atmosphere, allow chef demonstrations and production of value added foods, enough space to accommodate at least 30 vendors for markets on multiple days of the week during the peak growing season.

- 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?

Kitchen 4 Hire has already initiated a Winter Farmers Market that is accepting EBT/SNAP and offering DUFEB. The producers choose to be open 4-7PM the first and third Tuesdays from October 2017 through April 2018. Greater Salina Community Foundation awarded a \$3,500 grant for market promotion. Some of the EBT/SNAP customers were interviewed at all 3 seasonal markets. They expressed thanks for the typical season timeline and were very appreciative of the efforts to make sure they had the same access year around.