

**Farmers Market Promotion Program  
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](mailto: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.

<b>Report Date Range:</b> <i>(e.g. September 30, 20XX-September 29, 20XX)</i>	September 18, 2015 - May 31 <sup>st</sup> , 2017
<b>Authorized Representative Name:</b>	Bridget Stuchly
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<b>Recipient Organization Name:</b>	Salt Lake City Corp.
<b>Project Title as Stated on Grant Agreement:</b>	Food Oases' Role to Advance and Generate Economies (FORAGE)
<b>Grant Agreement Number:</b> <i>(e.g. 14-FMPPX-XX-XXXX)</i>	15FMPPUT0122
<b>Year Grant was Awarded:</b>	September 18, 2015
<b>Project City/State:</b>	Salt Lake City, UT
<b>Total Awarded Budget:</b>	\$54,421

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: \_\_\_\_\_

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: Expand opportunities for local farmers to sell their fresh produce and goods on the open market through eight new points of sales via a mobile market and farm stands strategically located to function as food oases in an urban food desert.
  - a. Progress Made: The FORAGE team began the Urban Greens Mobile Market (market) on June 17<sup>th</sup>, 2016. The market ran through November 7<sup>th</sup> and established eight new points of sale at the five identified locations throughout Salt Lake City's biggest food desert.
  - b. Impact on Community: Farmers have eight new market opportunities to sell their locally grown produce in an area of the city that is considered a USDA Food Desert. Community members have convenient access to affordable, locally grown produce.
  
- ii. Goal/Objective 2: Increase the amount of locally produced agricultural products available to underserved individuals living in an urban food desert by establishing a 0.5 mile or less walking distance from residents' homes to food oases mobile market and farm stand locations that accept SNAP benefits.
  - a. Progress Made: The five sites that have committed to serve as food oasis hosts have been strategically located to establish a 0.5 mile radius walking distance from low-income and low-access resident homes in the food desert. Glendale-Mountain View Community Learning Center, Hartland Partnership Center, Neighborhood House, Sherwood Park, and Sorenson Unity Center serve as the sites, and FORAGE Co-Project Managers hosted a total of eight markets between these sites June 17<sup>th</sup>, 2016- November 7<sup>th</sup>, 2016. All sites were set up to accept SNAP benefits and Double Up Food Bucks which match dollar for dollar up to \$10 spent on local Utah produce.
  - b. Impact on Community: The community had eight opportunities throughout the week to purchase healthy and local fruit and vegetables in their neighborhoods that accept SNAP benefits and Double Up Food Bucks. Double Up Food Bucks help stretch SNAP benefits further allowing recipients to access more fresh and local produce. New local farmers were trained, and provided with land to develop farming skills and grow their business. The market sold 6,832 pounds of produce generating \$6627.00 dollars in revenue, \$272.00 in SNAP transactions, and \$313.00 in Double Up Food Bucks. It served a total of 946 customers throughout the quarter.
  
- iii. Goal/Objective 3: Expand market opportunities and direct-sales connections between local farmers and consumers through bi-lingual marketing and promotional efforts using hard-copy, electronic, and texting messaging strategies.
  - a. Progress Made: The FORAGE team set up a mobile text service, and has sent 9,102 text alerts. We designed and printed flyers that were double sided with one side in English and one side in Spanish, business cards, and posters that were distributed throughout the community and at events. Throughout the target community, 3000 flyers were distributed through the local schools. An additional 10,370 flyers were distributed by canvassing the target neighborhood door-to-door and attending the following events: afterschool programs, community council meetings, Parent Teacher Association meetings, the ESL programs held at Sorenson unity Center, 48 individual community

events. A Double Up Food Bucks mailer was sent out to 12,665 households within the target neighborhood and surrounding areas. Every Salt Lake City/County Double Up Food Bucks farmers market had 100 fliers. Through the six farmers markets, 600 total flyers were distributed. The Salt Lake County Health Department also distributed 275 posters and 5000 fliers in various Salt Lake County locations (WIC clinics, food pantries, low-income housing, DWS offices, libraries, etc.).

The FORAGE team has leveraged our social media accounts and newsletters to promote the market. Through Facebook and Instagram, we reached 88,289 people with our posts. Through Twitter, which is harder to gauge, we reached over 2710 people. We included a total of 15 posts about the market in our newsletters throughout the season which reached a combined total of 4781 subscribers. We have run two promotions to help generate traffic to the market. In July, we drove traffic to the market by promoting free Urban Greens Mobile Market branded tote bags to the first 275 people that attended and purchased produce at the market. In September, we hosted a competition on Facebook, where people were entered to win a gift basket if they tagged a friend in our post about the market that reached 4000 people.

Additionally, we held a press conference featuring the Mayor and community partners to publicize the market on June 27<sup>th</sup>. Ten local news outlets covered the event including Univision 32, and KSL 5 who did not post their stories online. All published stories from the press conference, and throughout the summer can be found in [Attachment A: Media Coverage](#).

b. Impact on Community: Community members were made aware of the UGMM through multiple mediums in both English and Spanish.

- iv. Goal/Objective 4: Leverage local and state-wide networks of the project team to disseminate project results through electronic publishing and distribution of a FORAGE Tool Kit and presentations by the project partners to stakeholders and interested parties.

a. Progress Made: The Urban Greens Mobile Market Toolkit ([Attachment B: Urban Greens Mobile Market Toolkit](#)) has been created and disseminated to stakeholders and project partners, promoted through our newsletters, and posted on [www.slccgreen.com/urbangreens](http://www.slccgreen.com/urbangreens).

b. Impact on Community: Stakeholders and community partners were made aware of the impacts of the market. Communities interested in starting a mobile market can access the toolkit online.

- 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, 20\_\_). Include further explanation if necessary.

- i. Number of direct jobs created: 30
- ii. Number of jobs retained: 19
- iii. Number of indirect jobs created: 0
- iv. Number of markets expanded: 0
- v. Number of new markets established: 8
- vi. Market sales increased by \$6627.00 and increased by 66,2700%.
- vii. Number of farmers/producers that have benefited from the project: 26

viii. Percent Increase: 2600%

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?

We leveraged our partner University Neighborhood Partners, who work closely with refugee populations, to help get the word out. We have also received great support from Comunidades Unidos in targeting our Spanish speaking population. At one of our locations (Neighborhood House) we reached a large Hispanic population that returned on a weekly basis. We reached African and Middle Eastern populations at our other locations (Glendale Community Learning Center & Hartland Partnership Center). There were consistent low income customers at all locations. There was also a trend for young families, and for members living within/near the community we were serving due to our efforts to distribute flyers. Members of our targeted community populations also heard of the project through our multiple appearances in the media, and through social media.

4. Discuss your community partnerships.

i. Who are your community partners?

Glendale-Mountain View Community Learning Center, Hartland Partnership Center, Neighborhood House, Sherwood Park, and Sorenson Unity Center, Comunidades Unidos, YouthCity, Community Health Centers, Poplar Grove Community Council, Glendale Community Council, University Neighborhood Partners, Salt Lake County Health Department, and Utahns Against Hunger.

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

Utahns Against Hunger has trained our Co-Project Managers on the Double Up Food Bucks program, and how to accept SNAP benefits, and helped them get their FNS numbers and request EBT machines. All of our partners have been instrumental in spreading the word about the market locations and encouraging their clients to purchase produce there. Hartland Partnership center has provided Masters of Social Work student interns through their partnership through the University of Utah to help distribute flyers and administer pre-market surveys. All community partners continued to promote the market and help drive community members to the sites through posters, flyers, social media, websites, and newsletters. They also assisted with post-market surveys and distributing the toolkit.

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

They will continue to promote the market during the 2017 season.

5. Are you using contractors to conduct the work? If so, how did their work contribute to the results of the FMPP project?

Our Co-Project Manager, GULB, used a contractor to complete the retrofit needed to convert their 35 foot school bus into a mobile market. Salt Lake City also used a contractor to design the Urban Greens Mobile Market Toolkit.

i. Have you publicized any results yet? We have posted the UGMM Toolkit on [www.slccgreen.com/urbangreens](http://www.slccgreen.com/urbangreens), and promoted it through social media.

- ii. To whom did you publicize the results? We have publicized the UGMM Toolkit to our social media followers, newsletter subscribers, and the general public.
6. Have you collected any feedback thus far about your work? Yes.
- i. If so, how did you collect the information? We had a University of Utah Masters of Social Work student conduct surveys the first three weeks of the market. See market survey in Attachment C: Market Survey.
  - ii. What feedback have you collected thus far (specific comments)? See Attachment D: Market Survey Results.
7. 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? Yes.
    - a. If yes, how much was generated and how was it used to further the objectives of the award? \$5942.99 was generated. Program income will be used for Co-Project Manager's farming materials and supplies, other agricultural production related costs, and project administration costs to conduct the market next season.
8. Lessons Learned: **Please see Attachment B: Urban Greens Mobile Market Toolkit.**
- 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:
  - 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:
9. 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.  
The UGMM will continue to operate at four of the five locations during the 2017 season, with plans to add additional markets in 2018 and 2019.
  - 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? We will continue to survey patrons for feedback and make adjustments as necessary.

## Attachment A: Media Coverage

June

<http://fox13now.com/2016/06/27/mobile-farmers-market-rolls-into-theyst-side-salt-lake-city-neighborhoods/>

<http://www.good4utah.com/news/local-news/slcs-new-mobile-farmers-market-the-first-of-its-kind>

<http://utahpolicy.com/index.php/features/featured-articles/9943-mayor-biskupski-to-launch-a-new-mobile-farmers-market-in-glendale-and-poplar-grove-neighborhoods>

<http://www.deseretnews.com/article/865656996/Mobile-farmers-market-to-serve-food-desert-communities-in-theyst-SL.html?pg=all>

<http://www.sltrib.com/news/4045177-155/mobile-farmers-market-to-bring-fresh>

<http://www.sltrib.com/opinion/4068267-155/editorial-slcs-food-deserts-need-a>

<http://upr.org/post/new-food-truck-slc-provides-produce-residents-living-urban-food-desert>

July

<http://krcl.org/blog/radioactive-july-1-2016/>

<http://www.catalystmagazine.net/environews-feeding-food-desert/>

August

<https://www.ksl.com/?nid=316&sid=40843658&title=made-in-utah-urban-greens-market-brings-the-farmers-market-to-you>

September

<http://www.slugmag.com/food-features/urban-greens-market/>

<http://fox13now.com/2016/09/12/school-bus-turned-green-house-brings-fresh-produce-and-education-to-local-kids/>

October

<http://www.kued.org/contact/urban-greens-market>

**Attachment B: Urban Greens Mobile Market Toolkit**



# URBANGREENS

## MARKET TOOLKIT

*Leveraging mobile markets to increase  
access to affordable, locally-grown food*



**SLCgreen**

# PROJECT PARTNERS



**Green Urban Lunch Box**'s mission is to empower people to engage in local food production by using the resources available in their community. GULB uses innovative techniques to find new and creative solutions to the age-old problem of hunger.



**Neighborhood House** provides quality, affordable day care and support services to children and adults, based on their ability to pay. Since opening their doors in 1894, Neighborhood House has been committed to providing care that will assist families in their efforts toward self-sufficiency and enhancement of their quality of life.



**Real Food Rising** brings together teens from diverse geographical, economic, cultural and racial backgrounds to grow healthy food for their community, engage in meaningful work and develop essential skills to succeed and thrive in the future, all while earning a stipend.



**Salt Lake City School District** is the oldest public school district in Utah and serves the general population of Salt Lake City. The district consists of 39 schools and operates several alternative programs, including community and adult education.



**Sorenson Unity Center** enhances lives through participation in visual and performing arts, education and community programs. The Sorenson Unity Center operates within the Youth and Family Division of the Salt Lake City Public Services Department.



**University Neighborhood Partners** brings together University and west side resources for reciprocal learning, action and benefit ... a community coming together. UNP builds university-community partnerships focused on resident-identified issues and opportunities.



**Utah Community Action** is committed to ending poverty by helping low-income families achieve self-sufficiency. Their holistic services include housing, education, nutrition and crisis services.



**Utahns Against Hunger** works to increase access to food through advocacy, outreach and education. Since 1979, UAH has worked to expand the reach of nutrition programs to the 1 in 8 households in Utah that struggle to afford enough food.



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Fresh. Affordable. Local.



## PROJECT SUMMARY

In 2016, Salt Lake City, in partnership with Green Urban Lunch Box (GULB), Utah Community Action's Real Food Rising (RFR) program and Utahns Against Hunger (UAH), was awarded a Farmers Market Promotion Program grant from the U.S. Department of Agriculture to establish a mobile market and farm stand in the Glendale and Poplar Grove neighborhoods of Salt Lake City.

The project was developed in response to the presence of a significant food desert impacting an underserved Salt Lake City community. Food deserts are areas that lack access to fresh fruit, vegetables and other healthful whole foods, largely due to a lack of grocery stores, farmers' markets and health food providers. Food deserts are often found in low-income areas across the country. Locate food deserts: <https://www.ers.usda.gov/data-products/food-access-research-atlas>.

The Urban Greens Mobile Market (UGMM) aimed to expand direct producer-to-consumer market opportunities by creating eight points of sale that increase consumption of and access to locally-grown agricultural products for low-income, minority and refugee individuals. A mobile market with five points of sale and three farm stands addressed transportation barriers of underserved consumers, and barriers experienced by participating career farmers and youth farmers to efficiently access multiple points of sale. Local produce was sold through the expanded market opportunities to a high-need consumer base that is reliant on Supplemental Nutrition Assistance Program (SNAP) benefits to meet their food needs.

UGMM ran from June to November 2016 at five host sites with a total of eight markets within a 0.5-mile walking distance from the homes of low-income and low-access residents. Over those five months, UGMM served a total of 6,832 pounds of fresh produce to 946 customers. Sixty-nine percent of customers reported eating an increased amount of fruits and vegetables since shopping at the market. They also found the market more convenient and affordable than the typical grocery store. UGMM also expanded market opportunities for locally-produced agricultural products by increasing access to a consumer base previously unavailable to local farmers.

The Urban Greens Market Toolkit provides clear steps to implement your own mobile market/farm stand program to connect locally-grown produce with low-income and low-access residents in your community. As applicable, we share our lessons learned to help guide you through the process. While there are no one-size-fits-all solutions, we believe the UGMM pilot project can be replicated, in part or in whole, in communities across the country.



# 9 STEPS FOR SUCCESS

## 1. Set Goals and Objectives for Your Program

To lay the groundwork for a successful program, you first need to define your objectives for the project and set goals to help you measure your success. Not only will they be useful for assessment of the project afterwards, but outlining these goals ahead of time can also guide the program's development and execution and help you and your partners stay on the same page.

### *Objectives for UGMM*

#### **Objective 1:**

Expand opportunities for local farmers to sell their fresh produce and goods on the open market through eight new points of sale via a mobile market and farm stands strategically located to function as food oases in an urban food desert.

#### **Objective 2:**

Increase the amount of locally produced agricultural products available to underserved individuals living in an urban food desert by establishing a 0.5-mile or less walking distance from residents' homes to food oases – mobile market and farm stand locations that accept SNAP benefits.

#### **Objective 3:**

Expand market opportunities and direct-sales connections between local farmers and consumers through bilingual marketing and promotional efforts using hard copy, electronic and text messaging strategies.

#### **Objective 4:**

Leverage local and statewide networks of the project team to disseminate project results through electronic publishing and distribution of a Mobile Market Toolkit and presentations by the project partners to stakeholders and interested parties.



## 2. Identify Partner Organization(s)

Selecting the right project partner (or partners) is crucial to the success of your program. We recommend working with a nonprofit partner that is experienced in growing food in your community, ideally one that also understands the process of training farmers.

Partner organizations can help the program by filling in gaps in experience, expanding the audience and providing additional avenues for outreach (see "Spread the Word"), and operational capacity.



## 9 STEPS FOR SUCCESS



Kyle Strayer 2016



Kyle Strayer 2016

### *UGMM Project Partners*

#### **Green Urban Lunchbox:**

GULB was responsible for recruiting participating farmers, coordinating sales of locally produced agricultural products via the mobile market, and coordination, management, and staffing of the mobile market and scheduling five of eight weekly stops in the target neighborhood.

#### **Real Food Rising:**

RFR was responsible for coordinating, managing and staffing the three of eight UGMM farm stands in the target neighborhoods and coordinated sales of locally produced agricultural products at the farm stands.

#### **Utahns Against Hunger:**

UAH was responsible for training market staff and helping them acquire Food and Nutrition Service (FNS) numbers to enable the mobile markets to accept SNAP and Double Up Food Bucks.

### 3. Identify Neighborhood(s) and Target Audience

Since one of the primary goals of UGMM was to increase access to healthy, local and affordable produce within Salt Lake City, the grant recipients determined to work within an area of the city classified by the U.S. Department of Agriculture (USDA) as a food desert.

Other factors taken into account included the percent of residents in the target neighborhood currently enrolled in SNAP, low fruit and vegetable consumption (as reported by the local health department) and a high rate of obesity. Salt Lake City's community food assessment identified a key challenge of the neighborhood was the lack of a full-service grocery store and an abundance of fast food outlets and convenience stores.

Census information was also used to understand the residents of the community, which is a designated refugee resettlement site. For example, 40% of households speak languages other than English.





# 9 STEPS FOR SUCCESS

## 5. Listen to the Community

It is vital that you engage with the community before putting together a concrete plan for next steps. Consider surveying and/or conducting focus groups to learn more about your target audience – the consumers-to-be at your new market. Talk to community leaders to gain insight.

Some things to consider:

- Ask what sorts of **fruits and vegetables** they would like to purchase at your market. Consider planting culturally-appropriate foods that can then be sold.
- Ask them about your proposed **market locations** to determine traffic patterns and convenience.
- Gauge residents' **priorities** in purchasing produce – price, location, quality or type of produce, etc.
- Determine how much people would be **willing to pay** for quality, local produce.
- Find out how they get their **news** and/or learn about new programs or community amenities.
- Identify additional **barriers to accessing** the mobile markets, such as transporting produce home or lack of knowledge about preparation and cooking. This information can then be used to determine further incentives that could be offered, such as reusable bags or trolleys and weekly recipe ideas to accompany market produce selection.

### *Lesson Learned: Seasonality*

Many UGMM customers did not understand seasonal availability of produce, requiring staff to educate customers about the limited produce options early in the market season. We recommend addressing seasonality during any pre-season focus groups and/or surveys that take place, to educate potential customers and ease these concerns upfront.



## 6. Develop an Operations Plan

Launching a mobile market and/or farm stand is no easy task. But with a little planning and careful thought, you will set yourself up for a smoother harvest operation.

Elements to include in your operations plan include: planting, cultivating, harvesting, transportation, storage of produce and what to do with excess produce (donate or compost).

Your plan will provide a solid foundation for your market operations, but keep in mind that you will need to make adjustments throughout the season.



# 9 STEPS FOR SUCCESS

## *Lesson Learned: Produce Storage*

### Tips for Produce Storage

A centrally-located walk-in cooler provides a day or two of flexibility by preserving produce. Label the produce bins as “keep” and “donate” to help with organization in the cooler.

**Herbs:** Donate your extra herbs. They wilt quickly once harvested; however, they grow back quickly, so it won't be long before you get another fresh harvest.

**Kale/Chard:** Stand the greens right-side up and fill the bottom of the bin with water for the stems, and then place in the walk-in cooler. If this doesn't help keep the greens crisp, donate your greens with the same urgency as herbs.

**Carrots:** Store carrots in bags or portable coolers inside the walk-in cooler. It helps them retain moisture, thus keeping them firm and crisp.

**Zucchini/Squash:** They store well, but bruise and scratch easily. Avoid touching/transporting them, as much as possible.

**Tomatoes:** Storing tomatoes in regular harvest bins is fine, but some bins are very deep so do not fill up the harvest bins to the top – this results in squashed tomatoes in the bottom of the bin.

Ask yourself if you would buy the produce in its current state; if it is questionable, donate it. If you wouldn't eat it in its current state, compost it. No one wants to eat rotten food.

### Harvesting Tip

If you can, harvest produce first thing in the morning, when the weather is cool, and place directly into cold storage. If you must harvest during the heat of the day, put greens immediately into an ice water bath.



Kyle Strayer 2016



## 9 STEPS FOR SUCCESS

### 7. Develop a Marketing Promotions Plan

What's the point of a mobile market if no one knows about it? Developing a comprehensive (and creative) marketing promotions plan for your offering is a crucial step.

Get started on your marketing plan early, and bring your partners into the conversation. Some things to consider include:

- **Media outreach** – print, television and radio
- **Social media engagement** – Instagram, Twitter, etc.
- **Subscriber engagement** – text messaging, market newsletter
- **Community engagement** – schools, community meetings, door-to-door, etc.
- **Stakeholder engagement** – maximizing partner networks

In addition to outlining avenues to spread the word, include key messages and audiences in your marketing plan. It will be important to ensure all communications are consistent across platforms, and that your messages are designed to resonate with your key audiences.

#### *Spread the Word*

Explore the building blocks to a strong marketing plan in the "Spread the Word" section of the toolkit on page 12.



Kyle Strayer 2016



# 9 STEPS FOR SUCCESS

## 8. Set Up Your Operation

Once your planning is underway and the wheels are in motion, the time will come to execute your plans and to set up your operation!

Steps within this process will include buying seeds, assembling market materials (tent, bins, displays), training staff and volunteers, and going through the administrative process to accept SNAP and Double Up Food Bucks.

### *Lesson Learned: SNAP & Double Up Food Bucks*

UGMM experienced unexpected delays in getting set up to accept SNAP benefits, including delays in receiving FNS numbers and EBT machines. As a result, the mobile market was unable to accept SNAP benefits for the first six weeks of the market. We recommend starting the process to acquire an FNS number as soon as possible after you set your market schedule, and to have a backup plan (such as gift certificates or SNAP vouchers) in case you end up in a similar situation.

## 9. Begin Your Promotions and Outreach

Start your market promotions and outreach early, at least two months in advance.



Kyle Strayer 2016



Kyle Strayer 2016



Kyle Strayer 2016



## SPREAD THE WORD

The success of your market hinges on your ability to get the word out and ensure your target audience is aware of your offering. Going a step further, you not only want to make your audience aware of the market – you want them to be motivated to shift their habits and give the market a try.

If your target audience is bilingual, make sure all of your communications are available in both languages (such as English and Spanish).

There are no one-size-fits-all solutions here. That's why it is crucial to utilize a wide variety of marketing and engagement strategies.

**Website:** Make sure information on your market is easily located online, including market locations, produce offerings and schedule.

**Social Media:** Identify the social media platform(s) that can help you connect with your target audience, whether that's Instagram, Twitter, Facebook or Snapchat. Each platform caters to a slightly different demographic and prioritizes unique, visual and shareable content in different forms. UGMM utilized Instagram, Twitter and Facebook. The partners energized engagement on these platforms through an Instagram photo contest and tote bag giveaway on Facebook to encourage post sharing.

**Outreach Materials:** Develop a variety of materials to support your engagement efforts, including flyers, posters and business cards. Shoot for engaging, graphic pieces and make sure they are tailored to your target audience (language and education level). Post market signage (such as a banner) at point-of-sale locations as soon as possible to attract neighborhood attention and build awareness.

**Mobile Engagement:** Consider utilizing a text-to-customer service to enable on-the-go notification of upcoming markets, produce that will be available, etc. During the course of UGMM, 9,102 text notifications were sent.

**Email Newsletter:** Include photos of the markets and produce, short profiles on some of the farmers or testimonials from residents who benefit from the markets, upcoming dates/events/locations, any changes in produce offerings (seasonality, etc.), FAQs, links to easy recipes that use the produce/ingredients offered at the markets, etc.

**Earned Media:** Host a media kick-off event and send out a media advisory to a targeted list of local print, television and radio stations. Or pitch a specific story to a reporter, perhaps an inside look at the volunteers who harvest and sell the produce, or a profile of a market patron who has been positively impacted by increased access to fresh, affordable and convenient produce.

**Advertising/PSAs:** Consider drafting and recording a short 30-second PSA to submit to local radio stations. Some stations prefer a script, while others prefer that you submit a recording, so it is great to have both options at your fingertips. You may also submit the market details to community calendars.

**Community Engagement:** Leverage community partners and their networks to help get the word out, whether it is distributing flyers, presenting information at a meeting, emailing their subscriber list or posting on social media. Consider community meetings, local school outreach, neighborhood canvassing (door-to-door), after-school programs, council meetings and PTA meetings. The UGMM team attended 28 community events in 2016 to help promote the program.



# EVALUATION

It is crucial for pilot programs to be properly evaluated to gauge their effectiveness in meeting project goals, and to determine ways to improve upon the mobile market model for each unique community.

Focus groups were used in the planning stages of the UGMM pilot project and in-person surveys were utilized as the market came to a close in the fall.

UGMM conducted 77 surveys at five market locations between October 17 and November 4, 2016, towards the end of the market season. The purpose of the survey was to assess how well the markets satisfied the produce needs of the community, and to provide additional feedback to the project partners about successes and areas of improvement.

The UGMM survey revealed that most consumers shopped for produce weekly (52%) or every other day (27%), with 69% reporting that they bought their produce from a combination of the mobile markets and grocery stores. This indicated to project partners that perhaps an additional assessment was required to determine what produce was desired by consumers in the community that was not currently provided by the mobile markets.

Sixty-seven percent of market consumers reported that the market was less than two miles from their home, a win for convenience. Sixty-nine percent reported eating more fruits and vegetables as a result of shopping at the mobile market, another very promising result.

A full 75% of consumers surveyed revealed that shopping for produce at the mobile market was less expensive than shopping elsewhere, a positive result for UGMM's goal of providing affordable produce to a low-income area of the city.

When asked about where they heard about the mobile market, 45% reported hearing about UGMM through the schools, 35% walked or drove by it and 9% received a poster or flyer. These results show the strength of community engagement efforts.

Figure 1. Has shopping here been less expensive than shopping elsewhere?

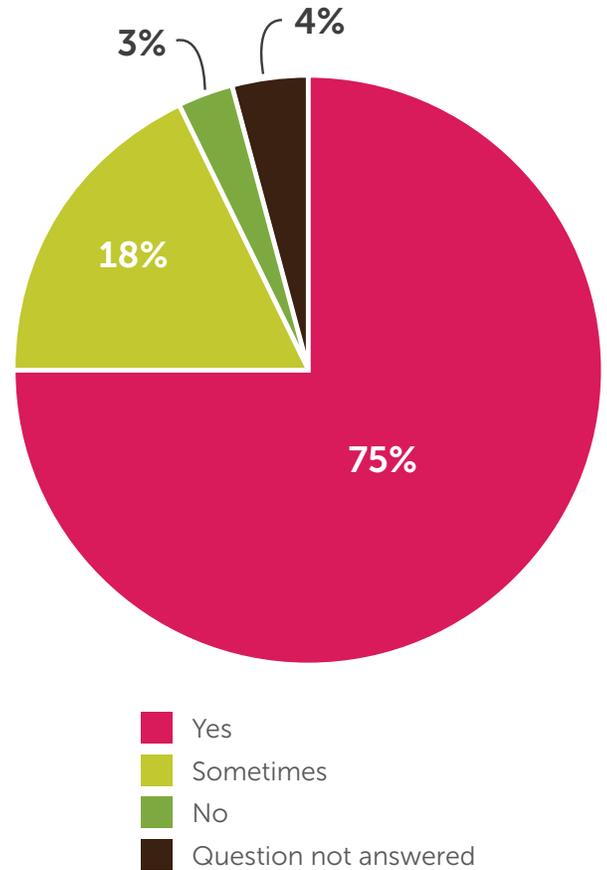
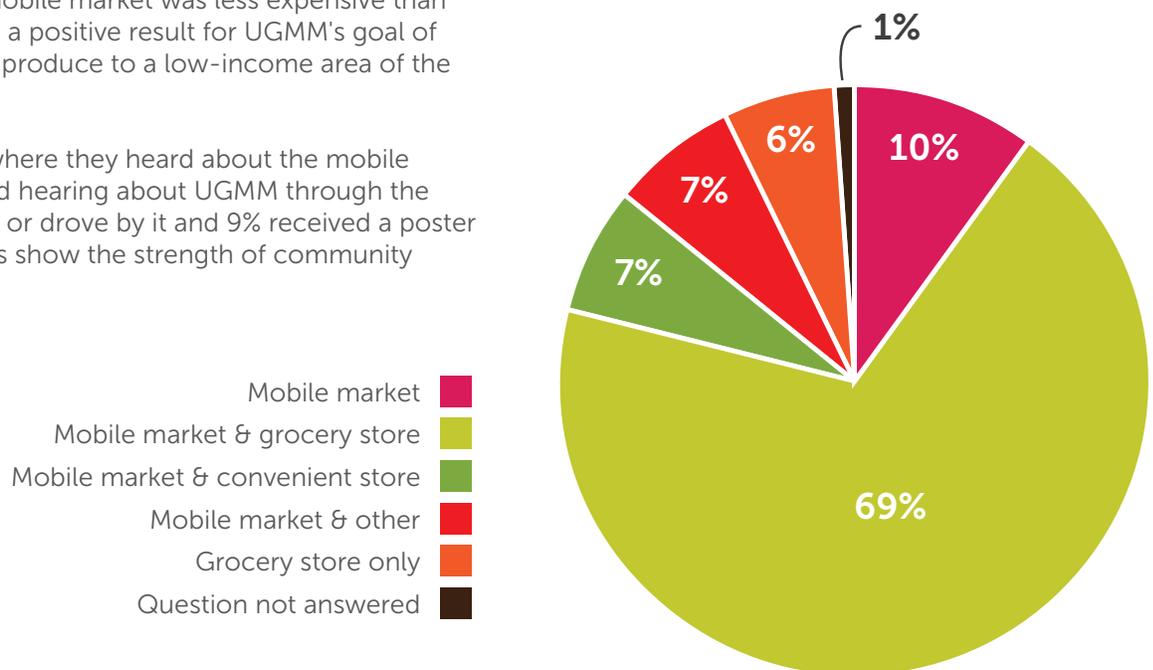


Figure 2. Where do you buy your fruits and vegetables?



# APPENDIX

- A1 Survey Questions
- A2 Sample Implementation Timeline
- A3 Sample Flyer
- A4 UGMM Media Coverage



# A1 SURVEY QUESTIONS

## Urban Greens Mobile Market Survey 2016

1. If we sold fruits/vegetables at a farm stand at the following places, where would you buy them?

- a. Sherwood Park (1400 W 400 South)
  - b. Neighborhood House (1050 500 S)
  - c. Mountain View Community Learning Center (1380 Navajo)
  - d. Sorenson Unity Center (1383 S 900 W)
  - e. UNP Heartland Center (1617 Secret Garden Pl)
- If no, why not? \_\_\_\_\_

2. What days/times would you buy fruits/vegetables?

Monday	Morning (9am-12pm)	Afternoon (12pm-4pm)	Evening (4pm-7pm)
Tuesday	Morning (9am-12pm)	Afternoon (12pm-4pm)	Evening (4pm-7pm)
Wednesday	Morning (9am-12pm)	Afternoon (12pm-4pm)	Evening (4pm-7pm)
Thursday	Morning (9am-12pm)	Afternoon (12pm-4pm)	Evening (4pm-7pm)
Friday	Morning (9am-12pm)	Afternoon (12pm-4pm)	Evening (4pm-7pm)
Saturday	Morning (9am-12pm)	Afternoon (12pm-4pm)	Evening (4pm-7pm)
Sunday	Morning (9am-12pm)	Afternoon (12pm-4pm)	Evening (4pm-7pm)

3. What keeps you from buying fresh fruits and vegetables (what are the barriers)?

- a. Cost
- b. Transportation
- c. Time
- d. Cooking skills/knowledge
- e. Other: \_\_\_\_\_

4. Please list the top 5 fruits and vegetables you eat most often:

Fruits

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---

---

---

---

Vegetables

---

---

---

---

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5. Do you receive Food Stamps (SNAP benefits)?      Yes      No  
If no, are you eligible for benefits?      Yes      No

6. Are you interested in receiving texts about a fruit/vegetable market here this year?      Yes      No

Name \_\_\_\_\_  
Phone (for texts) \_\_\_\_\_  
Email \_\_\_\_\_



## A2 SAMPLE TIMELINE

### UGMM Sample Implementation Timeline

<i>List and describe each planned activity (scope of work) including how it relates to the project objectives:</i>	<i>Anticipated date of completion:</i>	<i>Resources required to complete each activity:</i>	<i>Milestones assessing progress and success of each activity:</i>	<i>Who will do the work (include collaborative arrangements or subcontractors)?</i>
1.0. Project management meetings [OBJs 1, 2, 3, and 4]	Monthly	<ul style="list-style-type: none"> <li>Schedule of meeting dates</li> </ul>	Milestone 1.1: Define collaboration and implementation strategies and address barriers	Project Manager (PM), Co-PMs
2.0. Conduct focus groups [OBJ 1 & OBJ 2]	January/February 2016	<ul style="list-style-type: none"> <li>Meeting space</li> <li>Laptop</li> </ul>	Milestone 2.1: Complete five focus groups.   Milestone 2.2: Analysis of community input.	PM, Co-PMs
3.0. Order seeds and plan farming plots [OBJ 1]	2016	<ul style="list-style-type: none"> <li>Focus group results</li> <li>Reputable seed distributor(s)</li> </ul>	Milestone 3.1: Receive seeds for culturally appropriate food.   Milestone 3.2: Finalize layout of farming plots	RFR Farm Manager, GULB Farm Manager
4.0. Recruit youth crew workers and mobile market staff [OBJ 2]	March 2016	<ul style="list-style-type: none"> <li>Recruitment flyers</li> <li>Tabling supplies</li> <li>Application forms</li> </ul>	Milestone 4.1: Complete 30 recruiting presentations/ tabling events.   Milestone 4.2: Receive 15 seasonal staff applications and 75 youth crew works application	Co-PMs, RFR Youth Coordinator
5.0. Conduct farmers' market training [OBJ 1]	March 2016	<ul style="list-style-type: none"> <li>Training materials and activities</li> </ul>	Milestone 5.1: Secure instructor and finalize learning objectives.   Milestone 5.2: Train farmers in produce market best practices.	GULB Co-PM, GULB Farm Manager
6.0. Interview, hire, and train farm stand staff [OBJ 2]	March 2016	<ul style="list-style-type: none"> <li>Training materials and activities</li> </ul>	Milestone 6.1: Hire 4 staff.   Milestone 6.2: Conduct three training sessions and week-long pre-season training.	RFR Co-PM, RFR Youth Coordinator and Farm Manager
7.0. Conduct food safety training [OBJ 1]	April 2016	<ul style="list-style-type: none"> <li>Training materials and activities</li> </ul>	Milestone 7.1: Secure instructor and finalize learning objectives.   Milestone 7.2: Train farmers in food safety and handling	GULB Farm Manager
8.0. Orientation meetings with five host sites [OBJ 2]	April 2016	<ul style="list-style-type: none"> <li>Draft marketing plan</li> <li>List of host-site responsibilities</li> </ul>	Milestone 8.1: Conduct marketing coordination meetings with host-sites.   Milestone 8.2: Confirm marketing plan and timeline.	Co-PMs, RFR Marketing Coordinator, Host Sites
9.0. Staff youth crews [OBJ 2]	May 2016	<ul style="list-style-type: none"> <li>Job advertisement</li> </ul>	Milestone 9.0: Hire 24 youth for RFR summer youth program.	RFR Youth Coordinator



## A2 SAMPLE TIMELINE

<i>List and describe each planned activity (scope of work) including how it relates to the project objectives:</i>	<i>Anticipated date of completion:</i>	<i>Resources required to complete each activity:</i>	<i>Milestones assessing progress and success of each activity:</i>	<i>Who will do the work (include collaborative arrangements or subcontractors)?</i>
10.0. Retro-fit school bus for Mobile Market [OBJ 1]	May 2016	<ul style="list-style-type: none"> <li>• Contractor</li> <li>• Special purpose items</li> <li>• Covered storage facility</li> </ul>	Milestone 10.1: Secure contractor and approve final plans   Milestone 10.2: Order and install fold-out doors, fridge, shelving, awning, and stairs   Milestone 10.3: Sign lease contract.	GULB Co-PM
11.0. Create promotional/ outreach materials [OBJ 3]	May 2016	<ul style="list-style-type: none"> <li>• Graphic design/ print service agency</li> </ul>	Milestone 11.1: Hire design firm   Milestone 11.2: Approve final designs   Milestone 11.3: Print banners and flyers	PM, Co-PMS
12.0. Purchase materials and supplies [OBJ 1]	May 2016	<ul style="list-style-type: none"> <li>• Bags, crates, display boxes, EBT machines, receipt books, scales, tents</li> </ul>	Milestone 12.1: Outfit farm stands and mobile market with materials and supplies	GULB Co-PM, RFR Co-PM
13.0. Rent cold storage [OBJ 1]	May 2016	<ul style="list-style-type: none"> <li>• Reputable local rental facility</li> </ul>	Milestone 13.1: Sign lease contract	GULB Co-PM
14.0. Training in Market and Food Safety [OBJ 1]	June 2016	<ul style="list-style-type: none"> <li>• Training materials</li> </ul>	Milestone 14.1 Train 24 youth crew workers	RFR Marketing Coordinator, RFR Farm Manager
15.0. Begin market season [OBJ 1]	June 2016	<ul style="list-style-type: none"> <li>• Agreement to host event</li> </ul>	Milestone 15.1. Conduct kick-off event with target neighborhood	PM, Co-PMs
16.0. Sell produce at farm stands and mobile market [OBJ 1 and OBJ 2]	October 2016	<ul style="list-style-type: none"> <li>• Produce</li> <li>• Staffing</li> <li>• Retro-fitted school bus</li> <li>• Eight points-of-sale</li> </ul>	Milestone 16.1: Schedule for produce collection and delivery.   Milestone 16.2. 40 consumers at each point-of-sale each week.   Milestone 16.3: Sell 5,000 lbs of produce totaling \$9,000 in sales at three farm stands.   Milestone 16.4: Sell 10,000 lbs of produce totaling \$22,000 in sales at five mobile markets stops.	GULB Mobile Market Coordinator, GULB Mobile Market Staff, RFR Youth Coordinator
17.0. Deploy marketing and promo strategies [OBJ 3]	October 2016	<ul style="list-style-type: none"> <li>• English/Spanish message content</li> <li>• Subscription to texting platform</li> </ul>	Milestone 17.1: Subscribe to Mobile Cause   Milestone 17.2: Distribute 5,000 flyers	PM, RFR Marketing Coordinator



## A2 SAMPLE TIMELINE

<i>List and describe each planned activity (scope of work) including how it relates to the project objectives:</i>	<i>Anticipated date of completion:</i>	<i>Resources required to complete each activity:</i>	<i>Milestones assessing progress and success of each activity:</i>	<i>Who will do the work (include collaborative arrangements or subcontractors)?</i>
18.0. Collect project data [OBJ 1 and OBJ 2]	October 2016	<ul style="list-style-type: none"> <li>• Farm production</li> <li>• Produce sales and weight</li> <li>• SNAP transactions</li> <li>• Consumer surveys</li> </ul>	Milestone 18.1: Finalize data collection and survey tools.   Milestone 18.2: Tally and report weekly/monthly data counts.   Milestone 18.3: 50% return rate on consumer surveys.	PM, Co-PMs, GULB Mobile Market Coordinator, RFR Youth Coordinator, RFR Farm Manager; SLC Green Intern
19.0. Conduct end of market surveys and focus groups [OBJ 4]	November 2016	<ul style="list-style-type: none"> <li>• Consumer, farmer, project partner surveys</li> <li>• Meeting space</li> <li>• Laptop</li> </ul>	Milestone 19.1: Complete five focus groups.   Milestone 19.2: 50% return rate on consumer surveys and 90% return rate on participant surveys.   Milestone 19.3: Analyze focus group and survey results	PM, Co-PMs, SLC Green Intern



# A3 SAMPLE FLYER



**URBAN GREENS MARKET**  
 Jun 17-Nov 14  
 Text "MARKET" to 51555 for more info and updates!

Buy your fresh, local produce at the locations below!

Glendale/Mountain View Community Learning Center* 1388 S Navajo St. 84104	Mondays & Thursdays 2 pm - 4 pm
Hartland Partnership Center* 1578 W. 1700 S. 84104	Mondays & Thursdays 5 pm - 7 pm
Sorenson Unity Center* 855 California Ave 84104	Mondays 11 am - 1 pm
Neighborhood House* 1050 W. 500 S. 84104	Mondays & Fridays 4 pm - 6:30 pm
Sherwood Park* 1400 W 400 South 84104	Fridays 12 pm - 2 pm

\*Accepts Food Stamp EBT and participates in the Double Up Food Bucks program.



[www.slcgreen.com/urbangreens](http://www.slcgreen.com/urbangreens)



¡Envía un mensaje de texto con "MARKET" a 51555 para más información!

¡Compre su frutas y vegetales locales en estos lugares!

Glendale/Mountain View Community Learning Center* 1388 S Navajo St. 84104	Lunes y Jueves 2 pm - 4 pm
Hartland Partnership Center* 1578 W. 1700 S. 84104	Lunes y Jueves 5 pm - 7 pm
Sorenson Unity Center* 855 California Ave 84104	Lunes 11 am - 1 pm
Neighborhood House* 1050 W. 500 S. 84104	Lunes y Viernes 4 pm - 6:30 pm
Sherwood Park* 1400 W 400 South 84104	Viernes 12 pm - 2 pm

\*Acepta cupone de alimento EBT y participa en la programa dólares de alimentos double up.



[www.slcgreen.com/urbangreens](http://www.slcgreen.com/urbangreens)



# A4 MEDIA COVERAGE

## Urban Greens Mobile Market 2016 Media Coverage

### June

<http://fox13now.com/2016/06/27/mobile-farmers-market-rolls-into-west-side-salt-lake-city-neighborhoods>

<http://www.good4utah.com/news/local-news/slcs-new-mobile-farmers-market-the-first-of-its-kind>

<http://utahpolicy.com/index.php/features/featured-articles/9943-mayor-biskupski-to-launch-a-new-mobile-farmers-market-in-glendale-and-poplar-grove-neighborhoods>

<http://www.deseretnews.com/article/865656996/Mobile-farmers-market-to-serve-food-desert-communities-in-west-SL.html?pg=all>

<http://www.sltrib.com/news/4045177-155/mobile-farmers-market-to-bring-fresh>

<http://www.sltrib.com/opinion/4068267-155/editorial-slcs-food-deserts-need-a>

<http://upr.org/post/new-food-truck-slc-provides-produce-residents-living-urban-food-desert>

### July

<http://krcl.org/blog/radioactive-july-1-2016>

<http://www.catalystmagazine.net/environews-feeding-food-desert>

### August

<https://www.ksl.com/?nid=316&sid=40843658&title=made-in-utah-urban-greens-market-brings-the-farmers-market-to-you>

### September

<http://www.slugmag.com/food-features/urban-greens-market>

<http://fox13now.com/2016/09/12/school-bus-turned-green-house-brings-fresh-produce-and-education-to-local-kids>

### October

<http://www.kued.org/contact/urban-greens-market>





**SLCgreen**

Salt Lake City Sustainability Department  
City & County Building  
451 South State Street, Room 148  
Salt Lake City, Utah 84114  
(801) 535-6470  
[slcgreen@slcgov.com](mailto:slcgreen@slcgov.com)

## Attachment C: Market Survey



Location (Circle one):

Glendale CLC

Hartland

Sorenson Unity Center

Neighborhood House

Sherwood Park

Age: \_\_\_\_\_

Ethnicity: \_\_\_\_\_

Income Level:

\_\_\_\_\_ Below \$15,000

\_\_\_\_\_ \$15,000 - \$29,999

\_\_\_\_\_ \$30,000 - \$60,000

\_\_\_\_\_ Over \$60,000

1. How did you hear about the Mobile Market? (Circle one)

Word of Mouth

Flyer/Poster

Focus Group or

Survey

Social Media

Website

School

Radio/TV

Other

2. On average, how many servings of fruits and vegetables do you consume per day?

0-2

3-5

6-8

8+

3. How satisfied are you with the quality and selection of produce available at the mobile market? (Circle one)

Very Satisfied

Somewhat Satisfied

Not Satisfied

Disappointed

4. How satisfied are you with the price of the produce available at the Mobile Market? (Circle one)

Very Satisfied

Somewhat Satisfied

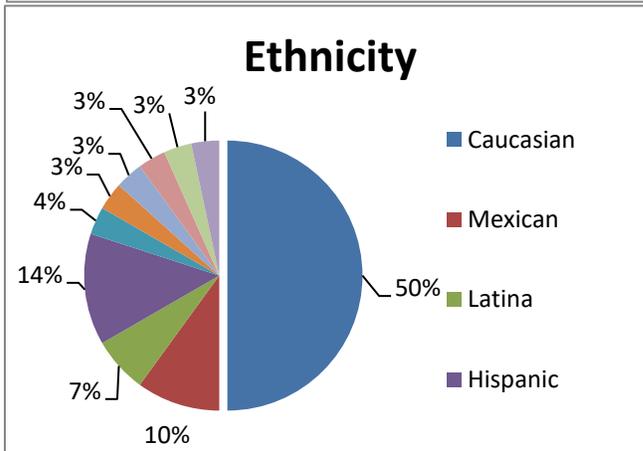
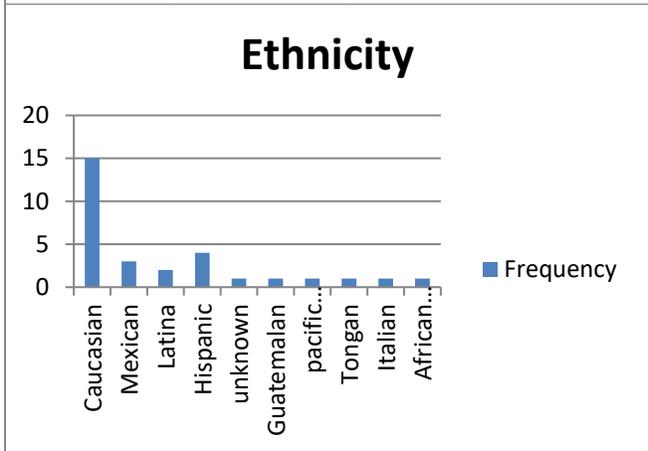
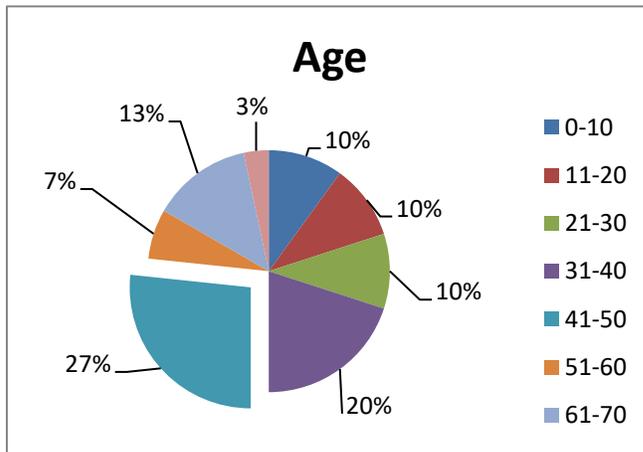
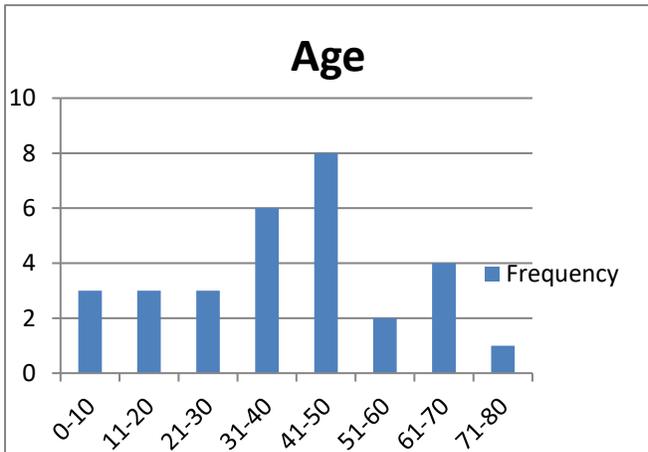
Not Satisfied

Disappointed

**Farmers Market Promotion Program (FMPP)  
Final Performance Report**

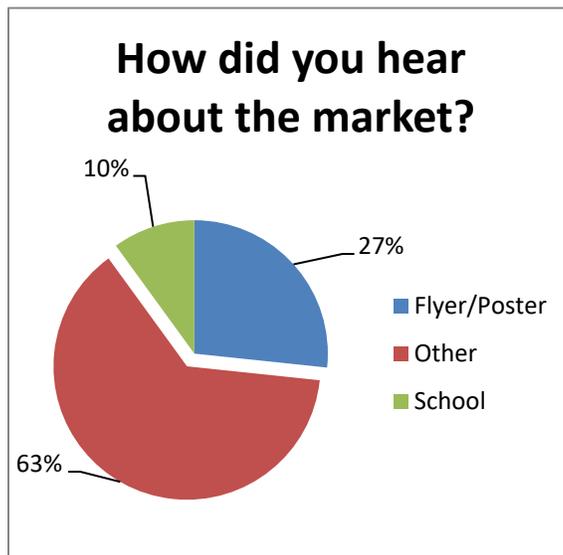
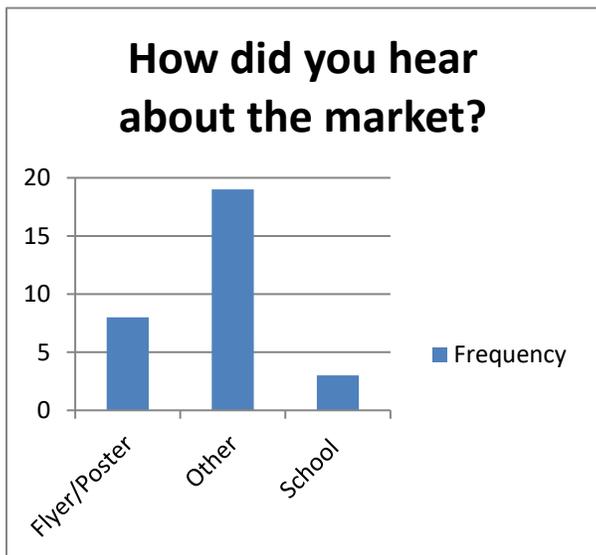
**Attachment D: Market Survey Results**

**Demographics**

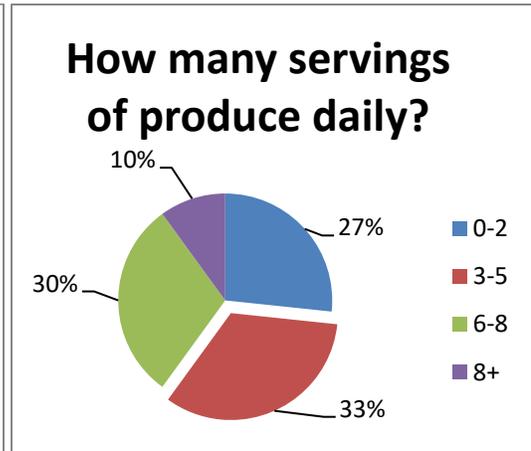
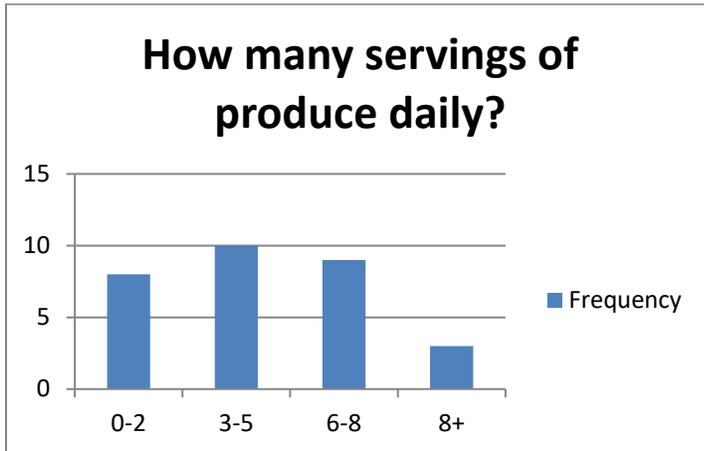


**Survey Question Answers**

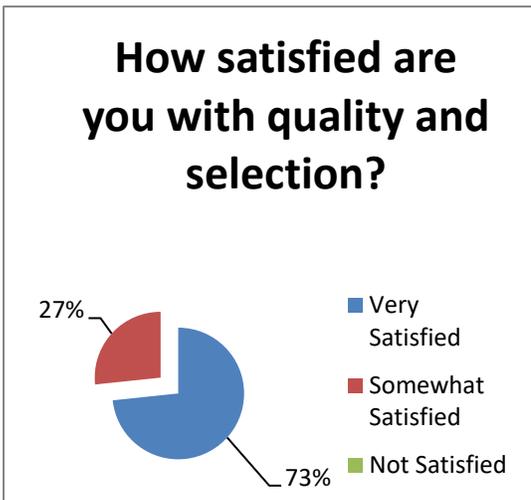
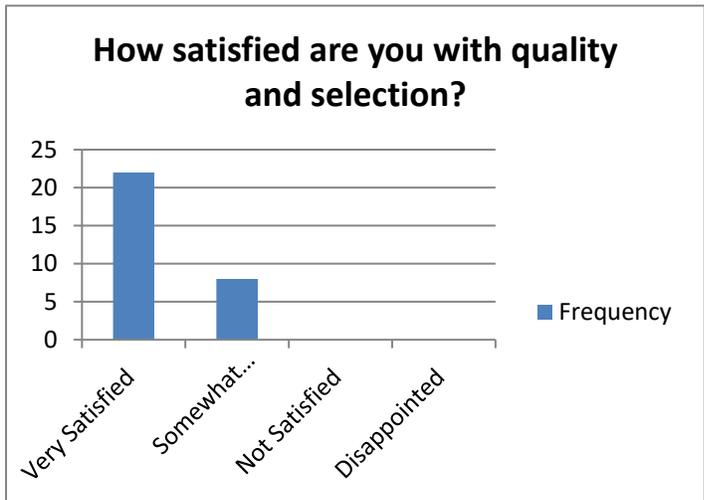
1.



2.



3.



4.

