

**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](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 15, 2015 – September 30, 2017
<b>Authorized Representative Name:</b>	Heather Fenney
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<b>Authorized Representative Email:</b>	<a href="mailto:heather@csuinc.org">heather@csuinc.org</a>
<b>Recipient Organization Name:</b>	Community Services Unlimited Inc.
<b>Project Title as Stated on Grant Agreement:</b>	Village Market Place (VMP) – Community Education and Marketing Expansion Project
<b>Grant Agreement Number:</b> <i>(e.g. 14-FMPPX-XX-XXXX)</i>	15-FMPP-CA-0111
<b>Year Grant was Awarded:</b>	2015
<b>Project City/State:</b>	Los Angeles, CA
<b>Total Awarded Budget:</b>	100,000.00

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: \_\_\_\_\_

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

1. State the goals/objectives of your project as outlined in the grant narrative and/or approved by 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: Increase consumer purchases of local produce through the VMP’s Farm Stands and CSA program and build general interest and support for local agricultural producers by carrying out a dynamic community marketing and education campaign.
    - a. Progress Made: CSU carried out on-going nutrition education and outreach activities at our weekly produce stands and at other community locations (such as events and fairs). These activities (cooking demo’s, taste testing, nutrition presentations & distribution of materials) attract people, introduce them to the high-quality food that VMP sells and to opportunities to purchase it through the VMP produce stand locations & CSA subscriptions. We have developed an extensive outreach list that identified partners for outreach/marketing opportunities (locations to do presentations, distribute promotional materials, hang posters, etc.). During the grant period we increased the distribution of our fliers, placed posters and materials at community locations and did marketing via presentations to over a dozen community groups/organizations. Youth in CSU’s From the Ground Up internship program designed and implemented an outreach campaigns specifically aimed at increasing produce bag subscriptions and purchases at produce stands by EBT (food stamp) users. As part of their effort’s youth designed fliers and infographs that continue to be used by CSU and the VMP. We launched a Groupon marketing campaign which expanded our visibility to a new set of customers and organizational supporters and brought in new produce bag subscribers. Lastly, we significantly increased our social marketing efforts, posting more regular and dynamic posts to attract attention of existing and new followers. As a result, we have seen an increase in produce stand customers and in sales (see details below), including an increase in customers using CalFresh benefits (food stamps in CA). In spring 2016 we hired additional VMP staff who have played a key role in carrying out and assisting with the marketing and outreach campaign.
    - b. Impact on Community:
      - From October 2015 to September 2016 VMP produce stands served 4,657 customers.
      - Increase in the monthly average of customers using EBT (food stamps) at farm stands. From 23 in FY 2015, to 52 in FY 2016, a 126% Increase.
      - As a result of the Groupon campaign reached 54 new produce bag customers.
  - ii. Goal/Objective 2: Increase access to high quality, fresh, local, culturally appropriate produce for residents in low-income/low-access and generally underserved areas of Los Angeles and access to urban markets for southern California small agricultural producers through increasing the number of Farm Stands and CSA drop off sites.
    - a. Progress Made: We launched one new CSA pick up site in March 2016 and continue to be in conversation with four additional sites to determine when and how to launch these additional sites in the future. We also modified one of our pick-up locations to increase customer accessibility. The site was previously at a private home in a downtown high rise, and through

working with and building a relationship with the property management company, pick-up is now available from the buildings' front desk, making the site more accessible and convenient for building residents and other people who live and work in downtown Los Angeles. We have been contacted by many other organizations who are interested in having produce stands at their locations and are building relationships to explore the potential for these sites. CSU takes a slow approach to developing partnerships to ensure that there is strong commitment from host organizations to support stand logistics and marketing and outreach efforts, and adequate interest and need in the community to ensure the stand/CSA pick up site success. In 2015 we purchased the Paul Robeson Center (outside funds), a South LA building in a bad state or repair with lots of history, that is being developed by CSU into a store front produce market and food hub that will open in 2018. In the lead-up to the produce market opening, CSU has been hosting monthly produce stands on site since August 2015 to build support and interest among local community residents.

In September 2016, we launched "Shop the Farm", which is an opportunity for people to come and shop directly from the CSU/EXPO mini-urban farm 3 days per week at set times. Much like the "you pick" programs offered at rural farms, customers who come to "shop the farm" select the items they want, and they are picked fresh just for them. In partnership with the California Market Match program we offered EBT Shoppers with children under 5 a 50% discount on their purchases, greatly increasing their buying potential.

b. Impact on Community:

- During the 12 months of the project CSU hosted 24 pop-ups produce stands at community events and festivals. These events reached nearly 1000 consumers, giving them access to fresh, local organic produce at these events, and informing them of where they could access produce through CSU on a weekly basis.
- Outreach to promote the pop-up produce stands and CSA program resulted in more than 5000 new south LA residents becoming aware of the VMP's produce stands and CSA program, contributing to the increased customer numbers and sales listed above.
- The new and the relocated/improved CSA drop-off sites resulted in 22 new produce bag subscribers.
- While the "Shop the Farm" program is new so impact has not yet been measured, it does offer customers 9 additional hours (3 hours, 3 days a week) to access produce and gives them the opportunity to see what the food they like to eat looks like when its growing, which is an important learning and additional marketing and nutrition education opportunity.

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, 2016). Include further explanation if necessary.

- i. Number of direct jobs created: 2
- ii. Number of jobs retained: 3
- iii. Number of indirect jobs created: 1
- iv. Number of markets expanded: 2
- v. Number of new markets established: 2
- vi. Total sales at our weekly produce stands did not increase from FY 2015 (\$37,028) to FY 2016 (\$37,400). While sales remained static, the number of weekly produce stands decreased, so the sales at individual stands increased to make sales be consistent with the prior year. We chose to close the stand at Century Market

because we were able to work with the store owner to launch a produce section in the store that would make produce available to shoppers 7 days per week. Century market purchased \$550 in produce from CSU from Oct. 2015 to Sept 2016.

- vii. Number of farmers/producers that have benefited from the project: 19
  - a. Percent Increase in purchases from farmers: Purchases from farmers from FY 2015 to FY 2016 decreased by approximately, \$13,000. This is a result of: 1. CSU's increased production at our own urban farms, which allowed CSU to sell a greater quantity of our own produce vs. produce purchased from other farmers.
  - b. We harvested more than 1000 lbs. of produce through our local gleaning program, Tree of Life, which harvests fruit from trees in our community that would otherwise go unused. Expanding our own local growing and harvesting is an essential component of building long term sustainability and ownership from community members. As a result, CSU retained a greater portion of the VMP profits and built deeper relationships with local households; this supported the growth of our business, CSU's on-going community education and training programs, and the sustainability of local jobs that were created. However, we also built more relationships with more regional farmers, as we are aware that ultimately, most of the food we distribute will continue to come from them. As we build the VMP, even though we increase our very local product, we continue to deepen and expand relationships with regional farmers.

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, through the combination of our expanded and targeted marketing efforts and through increasing the number of access points, we reached new consumers and provided opportunities for existing customers to increase their purchases. Most new customers reached were low-income and participating in CalFresh/shopping with EBT, and/or residents of communities with low-access (see additional details in question 1 above). Also, as detailed in response to question 3 above, we were able to increase production at CSU's own urban farm, where we grow culturally appropriate foods, such as Chaya, mustard greens and amaranth, for the customers we serve, that are not commonly found, even at farmers' markets. This increased access to cultural foods contributed to our increases in customers.

4. Discuss your community partnerships.
- i. Who are your community partners?

Current partners with whom we co-host produce stands and CSA pick up sites are: Children's Bureau, The EXPO Center, and County & Community Health Empowerment at the USC/LAC Hospital. Current partners who host CSA pick up sites include: Los Angeles Alliance for a New Economy, Weber Community Center, United University Church, Hebrew Union College, Grand Apartments (downtown high rise). Partners with whom we hosted promotional pop-up produce stands were: Community Coalition, the William Grant Still Arts Center, Caracol Market Place, Los Angeles Department of Cultural Affairs, and a number of local churches.

- ii. How have they contributed to the results you've already achieved?  
In addition to hosting the stand/pick up sites these partners participate in marketing and outreach efforts to promote the VMP to their constituents, and host presentations.
  - iii. How will they contribute to future results? Partners will continue to participate in marketing and outreach efforts, including helping to identify new opportunities. Additional partners will also be brought on board to host new sites.
5. Are you using contractors to conduct the work? If so, how has their work contributed to the results achieved thus far? N/A
6. Have you publicized any results yet? \*
- i. If yes, how did you publicize the results?
  - ii. To whom did you publicize the results?
  - iii. How many stakeholders (i.e. people, entities) did you reach?
- \*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).

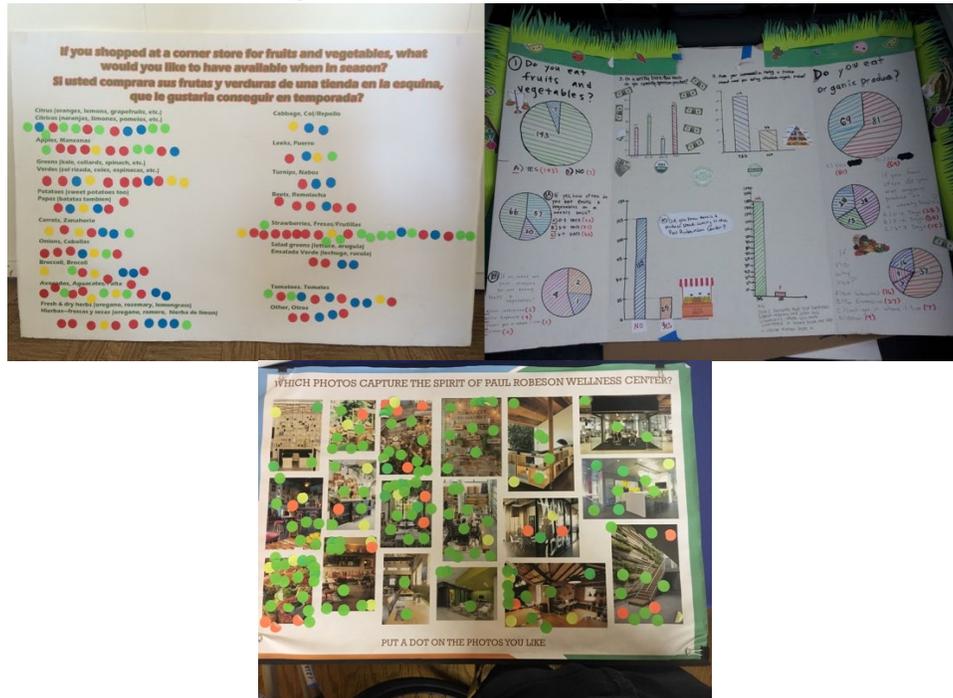
Yes. Youth in CSU's From the Ground Up internship program participated in developing and implementing marketing and outreach campaigns to increase community awareness of the VMP produce stands and produce bag program and specifically to increase purchases among EBT (food stamp) shoppers. As part of these efforts' youth conducted community surveys to guide their work and created interactive displays to report on their findings and the outcome of their marketing efforts.

Youth presented these at 6 community events during the course of the funded project. The results were also promoted through CSU's social media sites, and are on permanent display at CSU's offices where community events and meetings are regularly hosted. See outreach materials below.



7. Have you collected any feedback from your community and additional stakeholders about your work?
- i. If so, how did you collect the information?
  - ii. What feedback was relayed (specific comments)?

Yes, as part of our From the Ground Up youth internship program CSU surveyed local community members who live near the Paul Robeson Center and other CSA drop-off and Produce Stand locations and collected feedback on the different types of fruits and vegetables residents are interested in purchasing, how much residents typically spend on produce, and what additional activities they would like to see at the Paul Robeson Center (such as cooking classes, gardening classes, health services, etc.). We also gathered feedback on the design that is being planned for the Paul Robeson Center, which will house south LA's first organic produce market, to ensure that the design of location feels inviting to residents. See results below.



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:
- ii. Did the project generate any income?
  - If yes, how much was generated and how was it used to further the objectives of the award? The project generated \$90,000 in income from 10/1/16- 9/30/16 and was used to purchase produce and inventory for Village Market Place, support salaries and wages for VMP staff, and support nutrition education activities.

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).
- 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:

Our greatest lesson learned is really more of a reaffirmation that community-based grassroots marketing is an effective and necessary strategy that allowed our project to serve multiple community/project development goals. Asset based marketing campaigns that rely only on traditional forms of advertising (posters, fliers, radio spots, etc.) can effectively draw in customers, but they do not engage them, and ultimately do not support developing a project that reflects the interests and culture of the community/customers. The engagement of local community residents by our From the Ground youth team in researching community/customer needs/wants, creating marketing materials, and carrying out grassroots marketing (door knocking, community presentations, one-on-one, etc.) ensured that the services/products offered by the VMP reflect consumers' needs/wants, and build connections with new shoppers that result in greater loyalty and broader organizational involvement (attending gardening classes and CSU events, in addition to regularly shopping at the produce stands or subscribing to the CSA). Similarly, the coordination of nutrition/food education with marketing efforts attracted new customers, promoted cooking skills that encouraged new and existing customers to make greater purchases, and provided an opportunity for the project to promote and engage with community food culture. Combined, these elements ensure that our project is not just successful in dollars and cents but contributes to building community connections and relationships.

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.
- 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 soon begin construction on the Paul Robeson Community Wellness Center (PRCWC), which will house south LA's first and only organic produce market, a healthy café, a commercial kitchen, and urban farm. This expansion of the VMP will allow us to serve more customers and offer existing customers new services. We will use the marketing materials, relationships, and strategies developed as part of this project to support the marketing efforts that will take place when the PRCWC opens.

Research conducted by interns as part of the FMPP funded project has informed the development of the center and will inform business activities and marketing efforts as we plan for the Center's opening. The VMP expansions will increase demand for produce, increasing our purchases from regional small farmers and requiring us to expand our roster of small farmer suppliers. In the first year of opening we anticipate creating at least 18 new living wage jobs, reaching 25,000 customers, and purchasing more than \$200,000 in produce from local small farmers. We have been awarded a FINI grant that will allow us to offer a 50% discount on produce for all shoppers using EBT for the first 4 years of operation. This will allow us to dramatically impact the purchasing power of these households, benefiting their health and the regional agriculture economy.