

**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.

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| Report Date Range: <i>(e.g. September 30, 20XX-September 29, 20XX)</i> | September 30, 2015- September 29, 2017 |
| Authorized Representative Name: | Christopher Bradshaw |
| Authorized Representative Phone: | 202-800-2612 |
| Authorized Representative Email: | chris@dreamingoutloud.org |
| Recipient Organization Name: | Dreaming Out Loud, Inc. |
| Project Title as Stated on Grant Agreement: | "The AyaUplift Project: A Rural-Urban Alliance for Healthy Food Access in Washington, DC" |
| Grant Agreement Number: <i>(e.g. 14-FMPPX-XX-XXXX)</i> | 15-FMPP-DC-0050 |
| Year Grant was Awarded: | 2015 |
| Project City/State: | Washington, DC |
| Total Awarded Budget: | \$99,430 |

FMPP staff may contact you to follow up for long-term success stories. Who may we contact?

- Same Authorized Representative listed above (check if applicable).
 Different individual: Name: _____; Email: _____; Phone: _____

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1. State the goals/objectives of your project as outlined in the grant narrative and/or approved by FMPP staff. If the goals/objectives from the narrative have changed from the grant narrative, please highlight those changes (e.g. “new objective”, “new contact”, “new consultant”, etc.). You may add additional goals/objectives if necessary. For each item below, qualitatively discuss the progress made and indicate the impact on the community, if any.
 - i. Goal/Objective 1: To improve access to local food in low-income communities and provide direct-to-consumer access for farmers from Westmoreland County, VA.
 - a. Progress Made: Our biggest achievement over the course of the program period was the network of farmers we were able to grow, largely because of the participation of Westmoreland County, VA farmers at our markets. As anchor farmers for our markets, we were able to attract other farmers and producers to market and the emerging cooperative network we’ve been building. We were able to strengthen our market locations, ranking as one of the highest distributors of Produce Plus in Washington, DC – resulting in an increase in traffic at both Ward 6 and Ward 7 farmers market locations. Additionally, we were able to partner with the Ward 8 Farmers Market and integrate Westmoreland County produce into their market, as their principal farmer struggled with production. We were also able to support their matching incentive program with grant from the American Association of Medical Colleges. In total, our market activities across Wards 6, 7, and 8 and reach more than 20,000 people through food access, community outreach, and partnerships over the course of the grant period.
 - b. Impact on Community: This has impacted DC communities by providing healthy food access, linkages to services provided at market (health screenings, job training programs, etc.); and helped Westmoreland County communities to consider cooperation with city-based entities in a different way. Now that the networks have been established, the opportunities to grow the number of farmers at market will grow. With Westmoreland County Farmers onboard, we were able to have them anchor markets so that we could attract additional farmers and vendors to flesh out markets.
 - ii. Goal/Objective 2: To increase wholesale market access for farmers in Westmoreland County, Virginia, a USDA designated StrikeForce Community.
 - a. Progress Made: We established initial relationships with Glut Cooperative, 4P Foods (a delivery CSA), Good Food Markets, and several DC-based small businesses. We were able to begin the process of planning with these entities for further collaboration. As they had previously established sourcing relationships, we were not able to immediately get produce placed in the stores at a high volume. The most important part of the progress was growing our farmer relationships by 120% and wholesale connections by 66%. Further progress post-award will be made by developing the human capacity and physical infrastructure to support consistent operations to maintain wholesale relationships. Once DOL establishes the Farm and Food Hub at Kelly Miller, we will have the physical infrastructure to connect these dots.
 - b. Impact on Community: The impact of Westmoreland County, Va. farmers participation in this growing cooperative network is that we have set up the relationships to form the thrust of a wholesale food hub operation. With

Westmoreland County Farmers onboard, we have the regionally concentrated critical mass to grow wholesale accounts. The work accomplished here will be handed off to a Supply Chain Manager that will be hired with our Local Food Promotion Program grant award. Next steps will be to address farmer capacity challenges to facilitate their participation in the wholesale relationships we've established. Below are the challenges each farmer faces:

Crazy Farm (Westmoreland County, VA)

Challenge: As a family-owned farm operation, the two-primary market staffer either: 1. Returned to school and 2. Had a child, resulting in initial market attendance, but ended in dropping the Ward 7 farmers market which we'd worked to establish. Additionally, vehicle reliability hampered market attendance.

C&A Produce (Westmoreland County, VA)

Challenge: This new farm partner was slated to attend both farmers markets we had established; however, an on-farm injury resulted in them pulling out of both markets just ahead of the season.

Pleitez Produce (Westmoreland County, VA – socially disadvantaged)

Challenge: Pleitez Produce, a fixture in DC markets had committed to attend a farmer's market operated by another organization, Community Food Works, and could not attend DOL markets.

THEARC Farm (Washington, DC – socially disadvantaged farmers)

Challenge: THEARC Farm took on youth from the Summer Youth Employment and did not have the capacity to attend markets as previously planned.

Tuckey's Mountain Grown (Pennsylvania)

Challenge: As a family-owned operation, the primary market staff consisted of Kevin Tuckey's son and his wife. Kevin's son found full-time, off-farm employment and therefore did not have the capacity to continue at our markets. We were able to work with them around seeding a new market at the Malcolm X Opportunity Center in Ward 8; as well as donation of herbs and produce from DOL Organic Garden into their C.R.I.S.P. Community Supported Agriculture Program.

Rainbow Hill Farm (West Virginia)

Challenge: Gale Livingstone has the scale and volume to participate in future farmers and wholesale markets; however, was met with a family challenge and capacity issues and could not participate in DOL-operated markets in the 2017 season.

My Grow Connect (Washington, DC – socially disadvantaged)

Challenge: My Grow Connect is a woman-owned agri-business that we were able to work with around seeding a new market location at the Malcolm X Opportunity Center in Ward 8.

Sylvan Aqua Farm (Maryland – socially disadvantaged)

Challenge: Sylvan Aqua Farm will attend future markets but was not able to make financial numbers work for our customer-base and vendor mix. Sylvan Aqua is now relocating to Westmoreland County and will be a critical part of the network we've been establishing.

Montoya's Farm (Westmoreland County, VA – socially disadvantaged)

Challenge: Montoya’s farm entered into the 2017 farmers market season at the Ward 6 market; however, the volume was not enough to sustain their presence at market. We were able to successfully connect them to 4P Foods, a regional CSA to facilitate a burgeoning wholesale relationship.

Dicot Farm (Waldorf, MD)

Challenge: Eric and his wife, in their second farming season, did not have the capacity to reach our target communities in addition to their previous farmers market commitments. Future partnership is a possibility.

Many of these farms are new to wholesaling and will require technical assistance. Group GAP certifications, cooperative purchasing, and labor-sharing are aspects of the next steps of the network development. Each farm is eager to participate in an alternative wholesale distribution model. We are building the relationships and infrastructure to facilitate that.

- iii. Goal/Objective 3: To increase community outreach to increase SNAP and WIC redemption and overall sales at farmers markets.
 - a. Progress Made: Established a matching incentive program targeting these groups, extended program to partner market. The implementation of matching funds resulted in a 30% increase in EBT sales. Additionally, we advanced from
 - b. Impact on Community: The challenge of securing matching funds for a “Bonus Bucks Program” was one we worked to meet with funding from the American Association of Medical Colleges. We partnered with the Ward 8 Farmers Market to implement a matching incentive fund, as we worked to establish a small Ward 8 market of our own at the Malcolm X Opportunity Center with THEARC Farm and My Grow Connect. A Westmoreland County farm will be added in season 2 as volume increases and it can support a farm of a larger size. The Ward 8 Farmers Thanksgiving market was a big success, with over 150 customers and nearly \$2,500 in sales. It is their biggest market day of the year.

Bonus Bucks were issued and redeemed as follows:

EBT: \$307.00
WIC: \$756.00
SFMNP: \$55.00
TOTAL: \$1,118.00

September 23

EBT: \$80
WIC: \$85
TOTAL: \$165

September 30

EBT: \$38
WIC: \$81
TOTAL: \$119
GRANT TOTAL: \$284

Additionally, as an active program partner, DOL helped distribute approximately \$34,605 in Produce Plus vouchers at our Community Markets. DOL also distributed an additional \$16,080 in vouchers to

Fruit and Vegetable Prescription (FVRx) patients, who received prescriptions from their medical providers for farmer's produce. We estimate that 36% of vouchers distributed at DOL markets were redeemed by our farmers, raking in earnings of over \$18,555 in fresh produce sales.

During the 2018 market season, we will extend this relationship and will work to incorporate our Westmoreland County farmer produce into Ward 8 Farmers Market, either as direct vendors or via a community supported agriculture program.

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, 2015). Include further explanation if necessary.
 - i. Number of direct jobs created: 3
 - ii. Number of jobs retained: 35
 - iii. Number of indirect jobs created: 48
 - iv. Number of markets expanded: 3
 - v. Number of new markets established: 1
 - vi. Market sales increased by \$30,000 and increased by 45.95%.
 - vii. Number of farmers/producers that have benefited from the project: 12
 - a. Percent Increase: 300%

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 were able to expand our customer base in terms of additional low-income/low-access populations, new businesses, and wholesale relationships. Key in expanding our markets and reach was the participation of Westmoreland County farmers as anchor partners. Our outreach consisted of going to community meetings, connecting with food incubators, and more. In regard to Westmoreland County Farmers, we traveled to the region to participate in workdays, have lunch and commune with farm partners to build relationships. Many of the farmers in the region are of Mexican-American decent, so relationship and trust-building through cultural connections was necessary to get to our present position.

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

We have developed community partners that span from the faith community, healthcare centers, nonprofits, recreation centers, public housing community resident councils, and universities in support of communities in Wards 6, 7, and 8 in Washington, DC. Our partners include: Hustlerz 2 Harvesters, Kelly Miller Middle School, the Ward 7 Health Alliance; nonprofits DC Greens, Capitol View YMCA, and Soilful City; public housing community resident councils at Lincoln Heights, Richardson Dwellings, James Creek, and Greenleaf Gardens; the King Greenleaf Recreation Center; Unity Healthcare Center and the University of the District of Columbia; Department of Parks and Recreation.

- ii. How have they contributed to the overall results of the FMPP project?
Each partner has provided a range of supports of this FMPP project, including cooking demonstrations, purchasing farmer produce, marketing support and community outreach, provision of storage.

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

The project's future activities beyond the performance period will be deeply supported by the relationships established, allowing for the important work to continue and to develop sustainably. Central to the sustainability of what we've created through this project is the establishment of the Farm at Kelly Miller which will house refrigerated storage that will facilitate distribution within the city. The land for the Farm at Kelly Miller is owned by the Department of Parks and Recreation.

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

Contractors supported this work through program planning at farmers markets, establishing relationships through community outreach, and more. In addition to contractors, we were able to utilize two Bill Emerson National Hunger Fellows from the Congressional Hunger Center to support this project: 1. Via research and advocacy to support communities and low-income entrepreneurs and 2. Research and development of wholesale strategies to support farmers.

6. Have you publicized any results yet?*

- i. If yes, how did you publicize the results? We publicized results at Farmers Market Collaborative Meetings, DC Food Policy Council, the Future Harvest CASA Conference, and convenings of the Metro Regional Council of Governments, and various community meetings. Rooting DC, Congressional Hunger Center, the District's largest urban gardening conference.
- ii. To whom did you publicize the results? Our results were publicized to fellow market managers, farmers, regional food system and government leaders, and community members.
- iii. How many stakeholders (i.e. people, entities) did you reach? ~400 individuals; more than 20 entities.

*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).

Much of the coverage that we received was related to launch of the Farm at Kelly Miller which will house critical infrastructure to support the wholesale network, host workforce development trainees that will aid in distribution, retail market support, and other key functions that build upon the success of this FMPP project.

- Boe at KMMS School Garden: <https://www.instagram.com/p/BZT5SVjAJ-f/?taken-by=doldc>
- Hustlerz 2 Harvesters Media Placement: <https://www.washingtoncitypaper.com/food/young-hungry/article/20982155/an-urban-agriculture-enterprise-run-by-dc-returning-citizens-fights-to-grow>
- Next City Media Placement: <https://nextcity.org/daily/entry/new-urban-farm-model-washington-dc>
- Youth signing in school garden: <https://www.instagram.com/p/Bbct4VtBhl-/?taken-by=doldc>
- Dix Street Garden Expansion <https://www.instagram.com/p/BSHrp3ZAS6/?taken-by=doldc>
- Kelly Miller Design Day Community Design Day: <https://www.youtube.com/watch?v=PF4Ya9Sw8fY&t=2s>

- Farm at Kelly Miller Design Community Design:
<https://drive.google.com/open?id=0B8X0MZI3E14aRnFGOVoxT1MtWG83MU1VdG1uaUtlDnlza2xR>
- Farm at Kelly Miller deck: https://drive.google.com/file/d/0B-CU_L6VHMMyZMHRxc2hldUt6QW9QZXU0V1FvN0dDeUc0b1VZ/view?usp=sharing

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

We worked to collect feedback through anecdotal and qualitative methods via conversations and meetups with farmers, community members, and partners. These results were used to inform our [“End of Season Market Report 2016”](#) which informed our changes to market structure, model, programs, etc. for the future. Additionally, partners such as the Ward 8 Farmers Market reported data directly from market sales.

8. Budget Summary:
- 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:
 - Did the project generate any income?
 - If yes, how much was generated and how was it used to further the objectives of the award? \$8,022 was generated to maintain the employment of a full-time farmers market manager.

9. Lessons Learned:
- 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).
 - If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:
 - Describe any lessons learned in the administration of the project that might be helpful for others who would want to implement a similar project:

We were able to accomplish key aspects of each stated objective; however, we were challenged in developing the synchronicity and capacity for them to function all at once. We worked to develop additional funding streams to add capacity to the overall project and each objective, but the challenges of working with low-resource farmers and low-income/low-access communities were beyond our ability to manage – despite best efforts. We needed additional key positions that could lift capacity for the elements to function at the same time, in an integrated fashion. For instance, our farmers market manager could not simultaneously manage retail needs, customer, service, etc. while coordinating wholesale for farmers – despite having the relationships set up.

A Supply Chain Manager was needed to directly coordinate the wholesale relationships. Just ahead of the conclusion of this Farmers Market Promotion Program project, we learned of our award for the

Local Food Promotion Program which will allow us to hire a Supply Chain Manager. This Supply Chain Manager will help build capacity following this LFPP period, further actualizing the relationships we've developed. This critical capacity that will leverage investments made through this FMPP project and can now convert relationships to economic development for farmers, food entrepreneurs, and low-income community members.

Additionally, the challenges of partner communities are considerable. We were able to penetrate deeply into the community, gaining the trust to implement our workforce development program, restore and expand a community garden producing specialty crops; however, our trainees need a plethora of wrap-around services to support their participation. We were able to essentially establish a two-step process for integrating people into the workforce component via a "train-the-trainer" model that: 1. Introduces trainees to the food system via workshops, community-building, and educational components and 2. Integrates trainees into community food security efforts at living wages. This proved to be more effective than recruiting larger cohorts and hoping to progress them through workforce training immediately. This group will form the basis of in-the-city market labor needed to support farmers from Westmoreland County and beyond. Without this type of trained labor, farmers will struggle to remain at markets because they are dependent upon family labor, who may obtain other employment, take up other trades, or move towards educational opportunities. This may aid the individuals, but the loss of skilled labor means that farms cannot access enough retail farmers markets for survivability, or sustained growth.

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?

During this period, we were able to leverage funding from the District Department of Small and Local Business Development's (DSLBD) *Grown in DC* Program to host initial workshops to introduce low-to-moderate income entrepreneurs to the forthcoming Cottage Food Law, provide technical assistance, and work grow innovative connections between the farmers and community-based entrepreneurs. Workshops hosted on October 25th and November 1st, 2017 attracted 85 registrants and 58 attendees – predominantly recruited from Ward 7 and 8. On December 18th, the District Department of Health will release the final regulations for Cottage Food producers to begin utilizing the law which allows for producers of certain non-hazardous food items to be produced in home kitchens, up to \$25,000 in sales.

We have received an extension of *Grown in DC* funding from DSLBD of \$60,000 to provide these businesses with workshops, business coaching, and other supports that will be managed by a new hire with our LFPP award. These attendees will be connected to Westmoreland County farmers and other farmers in our network as we work to grow their businesses, opening another wholesale channel for our

network of farmers. This funding will also allow us to hire a part-time Food Access Coordinator to support farm product distribution, managed by our Supply Chain Coordinator.